

A map of Mashpee, Massachusetts, showing various land parcels in different colors: yellow, light green, light blue, and red. The map is oriented with the coastline to the right. The text is overlaid on the map.

Mashpee EDIC

Economic Development Plan for Mashpee Executive Park

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Mashpee Economic Development
and Industrial Corporation
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Mashpee EDIC Economic Development Plan

BACKGROUND

The Mashpee Economic Development and Industrial Corporation (Mashpee EDIC) was established in 2002 by a special act of the Massachusetts General Court (Chapter 372 of the Acts of 2002 – Appendix 1). The Mashpee EDIC is made up of a seven member board of directors representing specific constituencies of the town concerned with economic development. The town currently provides some staff assistance to the board; there are no paid employees of the corporation.

The Mashpee EDIC is required to complete an economic development plan prior to embarking on any specific economic development projects. The plan must be first be vetted in a public hearing and then presented to the planning board prior to being approved by 2/3 vote of town meeting. Once approved Mashpee EDIC has the power to carry out any of the economic development projects included in the plan.

Economic development projects must be within an economic development area which is defined in Section 1 of the enabling legislation. In general, an economic development area is a blighted, decadent, or underutilized area zoned for commercial or industrial uses. The legislation designated two specific economic development areas in Mashpee:

1. The Old Augat site, and
2. Mashpee Executive Park.

Section 2 of the legislation outlines a number of reasons for this designation, finding the area an economic liability to the town and the need for public action. This economic development plan focuses on the Mashpee Executive Park.

CONTEXT

Mashpee is currently home to just under 14,000 residents; this population grows significantly in the summer with 36.1% of the homes in Mashpee being seasonal. As a place of work, Mashpee's 477 establishments employ approximately 4,500 people on an annual basis. The average wage per job in Mashpee is \$32,188 while median incomes are significantly higher. The table below outlines the key demographic and economic statistics for Mashpee.

People & Housing		Employment & Income	
Population Estimate (2010*)	13,850	Labor Force (persons working in the area) (2010)	7,329
Median Age (2010 Census)	47.5	Unemployment Rate (2010)	3.9
White Alone (2010 Census)	89.1	Establishments (2010 ES202)	477
H.S. Diploma or More - % of Adults 25+ (2010*)	95.9%	Workers (2010 ES202)	4,498
Bachelor's Deg. or More - % of Adults 25+ (2010*)	34.1%	Avg. Wage per Job (2010 ES202)	\$32,188
Households (2010*)	5,925	Median Household Income (2010*)	\$62,645
Total Housing Units (2010*)	9,605	% Derived from Earnings (2010*)	48.2%
Percent of Total Units Vacant for Seasonal or Recreational Use (2010*)	36.1%	Median Family Income (2010*)	\$74,195
Median Value of Owner Occupied Housing (2010*)	\$361,100	Poverty Rate (2010*)	7.5
Total Building Permits Issued	N/A	Mean Travel Time to Work (minutes) (2010*)	24.1

*American Community Survey 5 year estimates.

As with most towns, the majority of Mashpee tax revenues are derived from tax on real and personal property. The 2012 Real Estate Total Tax for the Town of Mashpee is \$8.96 per \$1,000 of Assessed Value. As of 2009, ninety one percent of property tax revenues were derived from taxes on residential and open space properties. Taxes on commercial, industrial and personal property make up approximately 9% of revenues.

ECONOMIC DEVELOPMENT AREA DESCRIPTION

The economic development area covered by this economic development plan is the Mashpee Executive Park. The park was identified specifically in the enabling legislation as an economic development area within which the Mashpee EDIC may pursue economic development projects.

The Mashpee Executive Park is located on Route 28 just south of the town's commercial center. There are twenty one parcels within the park (See Appendix 2 for a map of the park and Appendix 3 for the names of the property owners). The park is zoned for industrial uses (I-1) on the Mashpee Zoning Map (Appendix 4). The state designated the Mashpee Executive Park as an Economic Opportunity Area for the purposes of property tax abatement. The park is partially within state approved Wellhead Protection Area on the Regional Policy Plan Water Resources Classification Map 1.

A range of businesses currently occupy the Executive Park and there are a number of vacant wooded lots yet to be developed. Upon entering the park there is a large complex, Summerfield Park, to the right that houses small businesses ranging from medical services to home improvement stores. Across the street is a large healthcare center run by Cape Cod Healthcare. The Mashpee Water District occupies one lot. There are four or five lots occupied by contractor bays and several offering space to small businesses. Capewide Enterprises, a homebuilding and septic company, and several other small companies also occupy lots in the Park. One lot is occupied by a cell tower.

Within the Mashpee Executive Park there is one property, 117 Industrial Drive Extension, currently controlled by the Mashpee EDIC. The Town transferred the property to the Mashpee EDIC in 2008 with a vote of support from town meeting (See Article 12 of the Town Meeting Warrant in Appendix 5). Appendix 6 shows the basic geography of the site and the location of the extension road to access the site. The details of zoning for this site are included in Appendix 7.

ECONOMIC DEVELOPMENT MISSION AND GOALS

The mission of the Mashpee EDIC agreed to on September 12, 2011, is "to advocate sound growth policy, and to stimulate sustainable economic opportunities that will enhance the quality of life within the Mashpee community. "

The 1998 Local Comprehensive Plan includes four goals for economic development:

1. To create and maintain a balanced and sustainable local economy while preserving and enhancing Mashpee's environment and cultural heritage.
2. To increase the incomes of Mashpee residents.
3. To provide our residents with a full range of commercial facilities and services in keeping with the community's size and potential market area.
4. To increase the town's industrial and commercial tax base while minimizing increased municipal service costs, environmental impacts, and other adverse impacts on the community.

The 2009 Regional Policy Plan establishes three overarching economic development goals:

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.

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.

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.

DESIGN GUIDELINES & SITING STANDARDS

At the local level developments needing a special permit are required to go before the design review committee. The committee is advisory to the Planning Board and the Board of Zoning Appeals. According to the Mashpee Zoning Ordinance section 178-48 (Appendix 8) the committee may review site planning, building placement, building size, design compatibility, exterior appearance, construction materials and finishes, parking and roadways, landscaping and site grading, building entrance and exit placement and signs. There are no formal criteria for design review.

Projects considered to have regional impact are forwarded to the Cape Cod Commission for review under the Regional Policy Plan (RPP). The RPP includes minimum performance standards for community character; the standards address siting, building design, parking and landscaping, and lighting, signage, and road appurtenances (Appendix 9).

DISPOSITION OF PROPERTIES PLAN

The Mashpee EDIC would like to sell the property under its control within the Mashpee Executive Park. A brief analysis of sale prices in the area was completed in the spring of 2012 (See Appendix 10). Sale of the property will require that the Mashpee EDIC to follow state procurement laws for competitive bidding for brokerage services and the sale itself.

The Mashpee EDIC, at their July 10, 2012 meeting, identified the following industries as those that they would like to see use the property:

- Research and Development
- Distribution
- Medical
- Light manufacturing
- Technology
- Other professional use

More specifically, the Board stated that it did not want to see more contractor bays, storage or retail on this site.

CONSISTENCY WITH EXISTING PLANS

The current Local Comprehensive Plan (Appendix 11) for the Town of Mashpee was adopted by town meeting and certified by the Cape Cod Commission in 1998. The goals of the plan have been incorporated into this economic development plan. This plan is also consistent with a number of objectives of the 1998 comprehensive plan, these include:

- To attract new businesses that are compatible with our goals, our business mix, and our environment
- To ensure that the necessary infrastructure is in place or planned to support desired commercial and industrial activities
- To increase year-round employment opportunities
- To increase the commercial and industrial proportion of the town's tax base to at least 15%
- To achieve full occupancy of our existing industrial and commercial areas with suitable high-value businesses

Similarly⁶, this economic development plan is consistent with a number of the recommended policies adopted as part of the Local Comprehensive Plan. The policies include:

- That market forces should determine the nature of new businesses or business expansion in Mashpee, provided that the town's environmental and planning standards are adequately addressed, but that the town should develop and maintain sufficient information and expertise, along with a focused business development plan, to take maximum advantage of those forces for the benefit of the community
- To encourage marine-based commercial activities where compatible with environmental protection goals and with the surrounding neighborhood
- To identify and encourage enterprises with the greatest economic potential for the town and to work with all appropriate organizations to promote those activities which would help achieve the town's goals
- To orient the town's business development activities towards those businesses that provide well-paying permanent year-round jobs, which match the available skills and experience of Mashpee

residents, or which provide employment training opportunities for town residents

- To encourage the development of health care and related facilities in Mashpee
- To assist in the marketing of commercial and industrial properties as appropriate

In terms of consistency with the Regional Policy Plan, this economic development plan adopts the four economic development goals of the RPP. The focus of the disposition plan for the property on specific industries that offer year-round, skilled salary positions is consistent with the goal of a balanced economy.

Mashpee EDIC Economic Development Plan – APPENDICIES

APPENDIX 1: Mashpee EDIC Enabling Legislation

Chapter 376 of the Acts of 2002

AN ACT ESTABLISHING THE MASHPEE ECONOMIC DEVELOPMENT AND INDUSTRIAL CORPORATION.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. As used in this act, the following words shall have the following meanings, unless the context requires otherwise:-

"Corporation", the Mashpee Economic Development and Industrial Corporation, established in section 3.

"Cost of a project", all costs, whether incurred prior to or after the issue of bonds or notes hereunder, of acquisition, site development, construction, improvement, enlargement, reconstruction, alteration, machinery, equipment, furnishings, demolition, or removal of existing buildings or structures, including the cost of acquiring any lands to which such buildings or structures may be moved, financing charges, interest prior to and during the carrying out of any project, interest for up to 2 years after completion or estimated completion date of any project, planning, engineering and legal services, administrative expense, the funding of notes issued for capital purposes, such reserve for debt service or other capital or current expenses as may be required by a trust agreement or resolution securing notes or bonds, and all other expenses incidental to the determination of the feasibility of any project or to carrying out the project or to placing the project in operation.

"Director", the director of the department of housing and community development.

"Economic assistance coordinating council", or "EACC", the council established by section 3B of chapter 23A.

"Economic development area", any blighted open area or any decadent area, as respectively defined in section 1 of chapter 121B of the General Laws, which is located in the town of Mashpee and is zoned for general or restricted manufacturing uses or for general industrial uses whether restricted or not, "industrial uses", or any real open and underutilized land which is suitably zoned for the kinds of activities identified in section 2, including but not limited to research and development, commercial, light industry, and business "nonindustrial" uses.

"Economic development plan", a detailed plan, as it shall be approved from time to time by vote of town meeting as herein provided, for 1 or more economic development projects within an economic development area, which plan shall at a minimum indicate the boundaries of the area, indicate intended land acquisition areas and establish the appropriate land uses for the area. The plan shall include design guidelines and siting standards. The plan shall also describe the process by which the corporation shall notify the public of the availability of development sites within the economic development area in order to encourage competing development proposals and shall include the criteria that will be used in judging the development proposals to assure maximum overall public benefits. The plan as adopted will, for purposes of chapter 30B of the General Laws, be considered the plan required by clause (25) of subsection (b) of section 1 of said chapter 30B. All plans as described herein shall also be consistent with the town's comprehensive plan, economic development element as approved at town meeting.

"Economic development project", (1) a project to be undertaken in accordance with an economic development plan for acquisition by the corporation of land and the improvements thereon, if any, within an economic development area and for clearance and development of the land so acquired; or (2) a project for the removal, or rehabilitation or conservation of an economic development area, or for the demolition, removal, or rehabilitation of improvements on land within an economic development area whenever necessary to eliminate unhealthy, unsanitary or unsafe conditions, lessen density, mitigate or eliminate traffic congestion, reduce traffic hazards, or eliminate obsolete or other uses detrimental to the public welfare; (3) a project involving any combination of the foregoing types of projects. An economic development project may include improvements necessary for carrying out the objectives of the economic development project, together with such site improvements as are necessary for the preparation of any site for uses in accordance with the economic development plans of the town, and making any land or improvements acquired in the area of the project available for redevelopment or rehabilitation by private enterprise, including sale, initial leasing or retention by the corporation for industrial, non-industrial or manufacturing uses in accordance with said economic development plans. An economic development project may also include construction of new buildings, the construction by the corporation of any of the buildings, structures or other facilities located in the area which are to be repaired, moved or rehabilitated.

"MOBD", the Massachusetts office of business development.

"Select board", the select board or board of selectmen in the town of Mashpee.

"Town administrator", the town administrator of the town of Mashpee.

"Town meeting", direct democracy of town voters acting in lawfully convened session.

SECTION 2. The general court finds and declares that: (a) unused, underused or undeveloped areas exist in parts of the town of Mashpee including the 2 designated economic opportunity areas at the Old Augat site and the Mashpee executive park; (b) each area constitutes an economic liability, substantially impairs or arrests the sound growth of the town and retards the economic well-being of the commonwealth; (c) each area has decreased the value of private investments and threatens the sources of public revenue; (d) redevelopment of the areas is necessary to retain existing industrial and commercial enterprises, to attract new industrial and commercial development and to promote the sound economic growth of the town; (e) the exercise of powers by the corporation and any assistance that may be given by the town or other public body in connection therewith are public uses and purposes for which public money may be expended; (f) the acquisition, planning, clearance, development, rehabilitation or rebuilding of the unused, underused and underdeveloped areas for industrial and commercial purposes are public benefits for which private property may be regulated by wholesome and reasonable order, law and direction and for which public funds may be expended for the welfare of the town and the commonwealth; (g) there exists in the town a condition of unbalanced development which causes social hardships, increases the public assistance burdens, impairs the security of family life, impedes the economic and physical development of the town and adversely affects the welfare and prosperity of the people; (h) underemployment has been caused in substantial part by industrial and commercial companies moving from the town; (i) some existing industrial and commercial facilities within the town are obsolete and inefficient; (j) the facilities are underutilized, thereby creating additional underemployment; (k) the obsolescence and abandonment of existing facilities are causing serious injury to the economy of the town; (l) the industrial and commercial sectors of the economy provide some of the best opportunities for jobs at higher wages for the inhabitants of the town; (m) new industrial and commercial sites are required to attract and house new industrial and commercial development and to retain existing industrial and commercial operations in need of expansion space; and (n) the modest efforts of private industry have not provided the necessary industrial and commercial sites within the area due to the problems encountered in the assembly of suitable building sites, the unreliable commitment of private capital for development and the inability of private enterprise alone to plan, finance and coordinate industrial and commercial development projects.

SECTION 3. There shall be in the town of Mashpee a public body politic and corporate known as the Mashpee Economic Development and Industrial Corporation. There shall be 7 members of the board of directors of the corporation who shall be appointed by the select board. At least 1 member shall be experienced in industrial or commercial development, 1 in financial matters, 1 in real estate matters, 1 in municipal government, at least 1 member representative of low income people who shall be chosen from a list of 3 submitted by the regional or local community action agency or, if there is no such agency, from a list of 3 submitted by the director. The appointing authority shall designate 1 of the 7 members as chair and another as vice-chair. Each of the 7 members shall be sworn to the faithful performance of his/her official duties as a director of the corporation. A majority of the 7 directors shall constitute a quorum for the transaction of any business, but the action of a majority of the entire board shall be necessary for any

transaction. For the purposes of section 11A of chapter 30A of the General Laws, the corporation shall be deemed to be an authority established by the general court to serve a public purpose in the commonwealth.

Of the members of the corporation first appointed, 2 shall be appointed to serve for 1 year from the first day of July in the current year, 2 for 2 years from said date, and 3 for 3 years from said date; but the initial appointments may be made at any time after the effective date of this act.

Upon the expiration of the term of office of any such member, or of any subsequent member, his successor shall be appointed in like manner for a term of 3 years. In the event of a vacancy in the office of a member, his successor shall be appointed in like manner to serve for the unexpired term.

Unless reappointed, no member of the corporation shall hold office after the expiration of his term; and the appointment of a successor to any person whose term has expired shall be for the remainder of the term which would have begun at such expiration if the successor had then been appointed.

Any member may be removed by the select board for malfeasance, misfeasance, or willful neglect of duty, but only after reasonable notice and a public hearing, unless the same are in writing expressly waived. For purposes of chapter 268A of the General Laws, the members of the corporation shall be deemed to be special municipal employees.

Before the issuance of any bonds under the provisions of this act, each member of the corporation shall execute a surety bond with a surety company authorized to transact business in the commonwealth as surety, in the penal sum of \$50,000 conditioned upon the faithful performance of the duties of his office, each such surety bond to be approved by town counsel and filed in the office of the state secretary. The members of the corporation shall receive no compensation for the performance of their duties hereunder, but each member shall be reimbursed for expenses actually incurred in the performance of his duties. Every such reimbursement shall be open to public inspection from and after the requisition therefor.

SECTION 4. The directors of the corporation shall adopt a corporate seal for the corporation, and designate the custodian thereof; may from time to time appoint and at pleasure remove a clerk, a treasurer or such other officers of the corporation as they may deem necessary, and may determine their duties and their compensation, which shall be paid by the corporation; shall cause at all times accurate accounts to be kept of all receipts and expenditures of the funds of the corporation; and shall make a report annually in December to the select board, MOBD and to the director, containing an abstract of such accounts and detailed information of all receipts and expenditures, including prices for land purchased or taken and any buildings constructed thereon, contracts for construction of facilities and for the leasing thereof, and such other detailed information as may be deemed helpful. The office of treasurer and clerk may be the same person. The corporation shall cause an audit of its book and accounts to be made at least

once in each fiscal year by certified public accountants and the cost thereof shall be treated as an item of current expense. Except as otherwise provided in this act, the corporation shall have full power to exercise care of its property and the management of its business affairs, and to sell and convey any real estate or other property not needed for its business or affairs, by deed or other instrument sealed with the corporate seal, signed and acknowledged by a majority of the board of agents. The treasurer shall give bond for the faithful performance of his duties, with a surety company authorized to do business in this commonwealth as surety, in such sum as the board may determine, the premium therefor to be paid by the corporation. Neither chapter 31 of the General Laws nor any rule made thereunder shall apply to any person employed or engaged by the corporation under this act.

SECTION 5. The corporation may:

- (a) sue and be sued in its own name, and plead and be impleaded;
- (b) adopt by-laws for the regulation of its affairs and the conduct of its business, and to alter the same at its pleasure;
- (c) make and enter into all contracts and agreements necessary or incidental to the performance of its duties and the execution of its powers under this act, and to employ consulting engineers, superintendents, managers, and such other engineers, construction and accounting experts and attorneys and such other employees, agents, and consultants as may be necessary in its judgment, and to fix their compensation;
- (d) receive and accept from any federal agency, the commonwealth or the town grants, loans of advances for or in aid of an economic development program, plan or project and to receive and accept contributions from any source of either money, property, labor, or other things of value, to be held, used and applied for the purposes for which the grants, loans, advances and contributions may be made. The town may borrow outside its debt limits to obtain money for loans to the corporation, or within its debt limits to obtain money for grants to the corporation, with the approval of the bureau of local assessment and the director;
- (e) borrow money, and, from time to time, to make, accept, endorse, execute, and issue bonds, debentures, promissory notes, bills of exchange, and other obligations of the corporation, for moneys borrowed or in payment for property acquired or for any other purposes of the corporation, and to secure the payment of such obligations by mortgage, pledge, deed, indenture, agreement, or other instrument of trust, or by other lien upon, assignment of, or agreement in regard to all or any of the property, rights, or privileges of the corporation;
- (f) issue revenue bonds of the corporation, payable solely from revenues, for the purpose of paying all or part of the cost of a project or projects, except that the town may, upon request by the corporation, pledge its full faith and credit to the solvency of the corporation;

- (g) invest any funds not required for immediate use or disbursement in certificates of deposit or in obligations of the government of the United States or in obligations of the payment of the principal of, and interest on, which is guaranteed by the government of the United States;
- (h) provide advisory services and technical assistance necessary or desirable to carry out the purposes of this act;
- (i) prepare or cause to be prepared plans, designs, drawings, specifications and estimates of cost for the construction, reconstruction, development, redevelopment, rehabilitation, remodeling, alteration or repair of economic development projects and from time to time modify such plans, designs, drawings, specifications and estimates;
- (j) finance pollution control facilities in the same manner provided by this act for economic development projects, in which event all provisions of this act which are applicable to economic development projects apply to the pollution control facilities, insofar as the provisions are apt, except as otherwise provided;
- (k) subject to the approval of town meeting, designate areas of the town as economic development areas, or economic opportunity areas as approved by the economic assistance coordinating council;
- (l) acquire and hold by bequest, devise, grant, gift, purchase, exchange, lease, judicial order or decree, or otherwise, for any of its objects and purposes, any property, either real or personal, or any interest therein; and without limiting the generality of the foregoing, acquire by purchase, on such terms and conditions and in such manner as it may deem proper, or by the exercise of the power of eminent domain following a public hearing and an affirmative 2/3 vote at an annual town meeting or a special town meeting called for the purpose, with the advice of MOBD and the director in accordance with chapter 79 or chapter 80A of the General Laws insofar as these chapters may apply, private lands, or any interests therein, as it considers necessary for carrying out this act or for providing for the relocation of persons and businesses displaced as a result of carrying out economic development plans, programs and projects. Section 40 of said chapter 79 shall apply to any taking by the corporation, except that the security therein required shall be deposited with the town treasurer and shall be in an amount at least 25 per cent higher than the aggregate average assessed valuations in the 3 previous calendar years of all real estate to be taken by eminent domain. With the advice of MOBD and the director, the date as of which the value of such lands shall be determined for eminent domain purposes shall be the date on which said taking is approved by the town select board;
- (m) make relocation payments to persons and businesses displaced as a result of carrying out economic development plans, programs and projects, including such payments on a pro tanto basis;
- (n) procure insurance against any loss in connection with its property and other assets and operations in amounts and from insurers as it considers desirable;

- (o) clear and improve property acquired by it, and engage in or contract for construction, reconstruction, development, redevelopment, rehabilitation, remodeling, alteration or repair thereof;
- (p) arrange or contract with the town for the planning, replanning, opening, grading or closing of streets, roads, alleys or other places or for the furnishing of facilities or for the acquisition by the town of property or property rights or for the furnishing of property or services in connection with a project or projects;
- (q) sell, convey, mortgage, lease, transfer, option, exchange or otherwise dispose of, any property, either real or personal, or any interest therein, as the objects and purposes of the corporation may require, subject to such limitations as may be prescribed by law;
- (r) loan on mortgages, including purchase money mortgages, on real estate and personal property within economic development areas, to foreclose the same when in default, and bid for and purchase property at any foreclosure or other sale; and in that event, deal with the property in a manner necessary or desirable to protect the interests of the corporation therein;
- (s) manage any plan, program or project whether owned or leased by the corporation and enter into agreements with the commonwealth or the town or any agency or instrumentality thereof or with any person, firm, partnership or corporation either public or private for the purpose of causing any plan, program or project to be managed;
- (t) act with respect to 1 or more projects, as a corporation organized under section 3 or section 18B of chapter 121A of the General Laws; provided that the accounts for each project shall be kept separately, and the income of 1 project shall not be expended upon or for the benefit of another project;
- (u) borrow money for the purposes of aiding in the construction of equipment required by the commonwealth or United States to abate air or water pollution;
- (v) apply to the federal government or to the commonwealth for economic development and urban renewal assistance grants to meet in part the cost of approved economic development projects, receive and administer the grants, contract with the commonwealth for financial assistance, apply for and receive advances for the estimated costs of surveys and plans and administrative expenses in preparation for economic development projects and apply for, receive and administer community development action grants, all to the same extent and subject to the same terms and conditions as an urban renewal agency pursuant to sections 53 to 57A, inclusive, of chapter 121B of the General Laws;
- (w) do all acts and things necessary or convenient to carry out the powers expressly granted in this act. The corporation shall pay the reasonable relocation costs of persons and businesses displaced as a result of carrying out economic development plans, but the corporation shall not be required hereby to pay or contribute to the payment of such costs of any relocation in excess of \$40,000.

SECTION 6. (a) No economic development project shall be undertaken until (1) a public hearing relating to the town's economic development plans covering the project has been held by the corporation after due notice; (2) the town's economic development plans have been approved by an affirmative 2/3 vote of an annual town meeting or a special town meeting called for the purpose by the town. If an economic development project covered by the plans is not commenced within 7 years after the approval of the plans, the approval of the plans shall lapse.

(b) Every economic development plan submitted to town meeting for approval under this act (i) shall require that every person occupying the whole or any part of the economic development area shall make every reasonable effort, in employing persons in his business, to give to the fullest practicable extent preference to residents of the town and (ii) shall be accompanied by a report on the plan by the planning board of the town to whom the plan shall have been submitted before its submission to town meeting, by a statement of the proposed method for financing each project covered by the plan, by a comprehensive relocation plan and by such other information as the corporation considers advisable.

(c) Notice of the public hearing required by subsection (a) shall be given by the corporation to (1) persons, groups and organizations as have requested in writing that notice be given them, (2) MOBD and the director and any agency, whether of the town or of the commonwealth, likely in the judgment of the corporation to have an actual or potential interest in the economic development plan, (3) the senator for every senatorial district of the commonwealth, and the representative for every representative district thereof, within which the economic development area or any part thereof lies, and (4) each community group supported in whole or in part by public funds, whose territory covers all or part of the economic development area.

(d) If an economic development plan is so approved by town meeting, the corporation shall have the powers and duties imposed by this act to undertake and carry out the economic development projects covered by the plan. The corporation shall not be required to submit an economic development plan so approved to MOBD for further approval.

SECTION 7. Except as provided herein, rents and charges for services or facilities furnished or supplied by the corporation shall not be subject to supervision or regulation by any department, division, commission, board, bureau or agency of the commonwealth or the town. If such rents and charges are derived from a project in connection with which revenue bonds have been issued, they shall, with all other revenues derived from the project, except the part thereof necessary to pay the cost of maintenance, repair and operation and to provide such reserves therefor as provided for in the resolution authorizing the issuance of the bonds or in the trust agreement, but including the part thereof necessary to provide such reserves for the payment of the principal of and the interest on the revenue bonds as provided for in the resolution or trust agreement, and including also use proceeds of any and all sales by the corporation of property within the project area, be set aside at the regular intervals provided for in the resolution or trust

agreement in a sinking fund. That fund is hereby pledged to and charged with the payment of (1) the interest upon the bonds as the interest shall fall due, (2) the principal of the bonds as the same shall fall due, (3) the necessary charges of paying agents for paying principal and interest, and (4) the redemption price or the purchase price of bonds retired by call or purchase as therein provided.

SECTION 8. The corporation shall be liable in contract or in tort in the same manner as a private corporation. The directors, employees, officers and agents of the corporation shall not be liable as such on its contracts or for torts not committed or directly authorized by them. The property or funds of the corporation shall not be subject to attachment or to levy and sale on execution, but if the corporation refuses to pay a judgment entered against it in any court of competent jurisdiction, the superior court, sitting within and for the county in which the corporation is situated, may, by writ of mandamus, direct the treasurer of the agency to pay the judgment. The real estate of the corporation shall not be subject to liens under chapter 254 of the General Laws; but sections 28 and 29 of chapter 149 of the General Laws shall be applicable to any construction work by the corporation.

SECTION 9. The real estate and tangible personal property of the corporation shall be deemed to be public property used for essential public and governmental purposes and shall be exempt from taxation and from betterments and special assessments; but in lieu of such taxes, betterments and special assessments, the town may determine a sum to be paid to it annually in any year or period of years, the sum to be in any year not in excess of the amount that would be levied at the then current tax rate upon the average of the assessed value of such real estate, including buildings and other structures, for the 3 years preceding the year of acquisition thereof, the valuation for each year being reduced by all abatements thereon.

The town may agree with the corporation upon the payments to be made, or the corporation may make and the town may accept the payments, the amount of which shall not in either case be subject to the foregoing limitation.

Nothing in this act shall be construed to prevent the taxation to the same extent and in the same manner as other real estate is taxed, of real estate acquired by the corporation for an economic development project and sold by it, or the taxation to the same extent and in the same manner as real estate of the commonwealth is taxed, of real estate so acquired by the corporation and leased by it; but real estate so acquired by the corporation and sold or leased to an urban redevelopment corporation or other entity operating under chapter 121A of the General Laws or to an insurance company or savings bank or group of savings banks operating under said chapter 121A, shall be taxed as provided in said chapter 121A and not otherwise.

The corporation and the debentures, revenue bonds and revenue refunding bonds issued under the provisions of this act, their transfer and the income therefrom including any profit made on the sale thereof, shall at all times be free from taxation by the commonwealth or the town.

SECTION 10. To provide funds for the general purposes of the corporation, including working capital, the corporation may from time to time issue debentures; but the debentures outstanding at any one time shall not exceed \$5,000,000 unless specifically approved by the director. The debentures, unless otherwise authorized by law, shall not constitute a debt of the commonwealth or of the town of Mashpee or a pledge of the faith and credit of the commonwealth or of the town of Mashpee and shall be subordinated to all other obligations of the corporation and shall be payable at the time or times and in the installments, if any, as the corporation shall determine, but solely out of the net assets of the corporation; and the holders thereof shall be entitled to interest thereon but only out of the net earnings of the corporation, and in no event at a rate higher than the rate specified therein.

The debentures may be secured by a trust agreement by and between the corporation and a corporate trustee, which shall be located within the commonwealth and shall be a trust company or bank having the powers of a trust company. The trust agreement shall contain provisions for protecting and enforcing the rights and remedies of the debenture holders as may be reasonable and proper and not in violation of law. It shall be lawful for any bank or trust company incorporated under the laws of the commonwealth which may act as depository under the trust agreement to furnish indemnifying bonds or to pledge securities as may be required by the corporation. The trust agreement shall set forth the rights and remedies of the debenture holders and of the trustee, and may restrict the individual right of action by debenture holders. In addition to the foregoing, the trust agreement may contain other provisions as the corporation may consider reasonable and proper for the security of the debenture holders. All expenses incurred in carrying out the trust agreement may be treated as an item of current expense.

Debentures may be issued under this act without obtaining the consent of any department, division, commission, board, bureau or agency of the commonwealth or the town of Mashpee and without any other proceedings or the happening of any other condition or things other than those proceedings, conditions, or things which are specifically required by this act.

SECTION 11. The town may raise and appropriate or may borrow, or may agree with the corporation or with the federal government or the commonwealth to raise and appropriate and to borrow, in aid of the corporation, sums necessary to carry out the purpose and powers of the corporation including defraying part of the development, acquisition and operating costs of any project. Indebtedness of the town authorized under this section shall be outside the limit of indebtedness prescribed in section 10 of chapter 44 of the General Laws and shall be payable within 20 years and otherwise subject to sections 16 to 27, inclusive, of said chapter 44; but the sole amount of indebtedness of the town, outstanding at any one time under this section and clauses (1), (2), and (4) of section 20 of chapter 121B of the General Laws shall not exceed 5 per cent of the town equalized valuation as defined in section 1 of said chapter 44. Indebtedness incurred under this act shall also be subject to approval under section 22 of said chapter 121B in like manner as indebtedness incurred under said section 20.

SECTION 12. The corporation may provide by resolution, at one time or from time to time, for the issuance of revenue bonds of the corporation for the purposes of paying all or any part of the cost of a project or projects. The principal of and interest on the bonds shall be payable solely from the funds herein provided for the payment. The bonds of each issue shall be dated, shall bear interest at the rates, and shall mature at the time or times, not exceeding 50 years from their date or dates, as determined by the corporation, and may be made redeemable before maturity, at the option of the corporation, at the price or prices and under the terms and conditions as fixed by the corporation before the issuance of the bonds. The corporation shall determine the form of the bonds, including any interest coupons to be attached thereto, and the manner of execution of the bonds, and shall fix the denomination or denominations of the bonds and the place or places of payment of principal and interest, which may be at any bank or trust company within the commonwealth. In case any officer whose signature or a facsimile of whose signature shall appear on any bonds or coupons shall cease to be an officer before the delivery of the bonds, the signature or facsimile shall nevertheless be valid and sufficient for all purposes the same as if he had remained in office until the delivery. The bonds may be issued in coupon or registered form or both, as the corporation may determine and provision may be made for the registration of any coupon bonds as to principal alone and also as to both principal and interest. The corporation may sell such bonds in such manner either at public or at private sale, and for such price as it may determine to be in the best interests of the corporation.

The proceeds of the bonds shall be used solely for the payment of the cost of the project or projects, and shall be disbursed in the manner and under the restrictions, if any, as the corporation may provide. Before the preparation of definitive bonds, the corporation may, under like restrictions, issue interim receipts or temporary bonds, with or without coupons, exchangeable for definitive bonds when the bonds have been executed and are available for delivery. The corporation may also provide for the replacement of any bonds which shall become mutilated or shall be destroyed or lost. Revenue bonds may be issued under the provisions of this act subject only to those proceedings, conditions or things which are specifically required by this act.

The corporation may provide by resolution for the issuance of revenue refunding bonds of the corporation for the purpose of refunding any revenue bonds then outstanding and issues under the provisions of this act, including the payment of any redemption premium thereon and any interest accrued or to accrue to the date of redemption of such bonds, and, if deemed advisable by the corporation, for the additional purpose of constructing or reconstructing any extensions or improvements of the project. The issue of the bonds, the maturities, and other details thereof, the rights of the holders thereof, and the duties of the corporation in respect of the same shall be governed by the provisions of this act insofar as the same may be applicable.

While any bonds issued by the corporation remain outstanding, the powers, duties or existence of the corporation shall not be diminished or impaired in any way that will affect adversely the interests and rights of the holders of the bonds.

Revenue and revenue refunding bonds issued under this act, unless otherwise authorized by law, shall not constitute a debt of the commonwealth or of the town, or a pledge of the faith and credit of the commonwealth or of the town, but the bonds shall be payable solely from the funds herein provided therefor from revenues. In the event that the corporation, or the town or commonwealth is not obliged to pay the revenue and revenue refunding bonds, then, and in that event, all the revenue and revenue refunding bonds shall contain on the face thereof a statement to the effect that neither the corporation nor the commonwealth nor the town shall be obliged to pay the same or the interest thereon except from revenues and that neither the faith and credit nor taxing power of the commonwealth or of the town is pledged to the payment of the principal of or the interest on the bonds.

All revenue and revenue refunding bonds issued under this act shall have and are hereby declared to have all the qualities and incidents of negotiable instruments as defined in section 3-104 of chapter 106 of the General Laws.

SECTION 13. In the discretion of the corporation, the revenue bonds or revenue refunding bonds may be secured by a trust agreement by and between the corporation and a corporate trustee, which may be any trust company or bank having the powers of a trust company within the commonwealth. The trust agreement may pledge or assign the revenues to be received, but shall not convey or mortgage any project or part thereof.

Either the resolution providing for the issuance of bonds or the trust agreement may contain provisions for protecting and enforcing the rights and remedies of the bondholders as may be reasonable and proper and not in violation of law, including without limiting the generality of the foregoing provisions defining defaults and providing for remedies in the event thereof, which may include the acceleration of maturities, and covenants setting forth the duties of, and limitations on, the corporation in relation to the acquisition, construction, improvement, enlargement, alteration, equipping, furnishing, maintenance, operation, repair, insurance and disposition of property, the custody, safeguarding, investment, and application of moneys, the use of any surplus bond or note proceeds and the establishment of reserves. The resolution or trust agreement may also contain covenants by the corporation in relation to, among other things, (a) the establishment, revision and collection of rents and charges for services or facilities furnished or supplied by the corporation as shall provide revenues sufficient with other revenues of the project, if any, to pay (i) the cost of maintaining, repairing and operating the project and of making renewals and replacements in connection therewith, (ii) the principal of and the interest on the revenue bonds as the same shall become due and payable, (iii) payments in lieu of taxes, betterment and special assessments, and (iv) reserves for all such purposes, (b) the purpose or purposes for which the proceeds of the sale of the bonds will be applied and the use and disposition thereof, (c) the use and disposition of the gross revenues of the corporation from the project, any additions thereto and extensions and improvements thereof, including the creation and maintenance of funds for working capital and for renewals and replacements to the project, (d) the amount, if any, of additional revenue bonds payable from the revenues of the project; and the limitations, terms and conditions on which the additional revenue bonds may be

issued, and (e) the operation, maintenance, management, accounting and auditing of the project and of the income and revenues of the corporation. It shall be lawful for any bank or trust company incorporated under the laws of the commonwealth to act as depository of the proceeds of bonds or of revenues and to furnish the indemnifying bonds or to pledge securities required by the corporation. The trust agreement may set forth the rights and remedies of the bondholders and of the trustee, and may restrict the individual right of action by bondholders as is customary in trust agreements or trust indentures securing bonds and debentures of corporations. In addition to the foregoing, the trust agreement may contain other provisions that the corporation considers reasonable and proper for the security of the bondholders. All expenses incurred in carrying out the provisions of the trust agreement may be treated as a part of the cost of the operation of the project. The pledge by the trust agreement or resolution shall be valid and binding from the time when the pledge is made; the revenues or other moneys so pledged and then held or thereafter received by the corporation shall immediately be subject to the lien of the pledge without any physical delivery thereof or further act; and the lien of the pledge shall be valid and binding as against all parties having claims of any kind in tort, contract or otherwise against the corporation, irrespective of whether the parties have notice thereof. Neither the resolution nor any trust agreement by which pledge is created need be filed or recorded except in the records of the corporation, and no filing need be made under chapter 106 of the General Laws.

SECTION 14. Revenue bonds and revenue refunding bonds issued under this act shall be securities in which all public officers and public bodies of the commonwealth and its political subdivisions, all insurance companies, trust companies in their commercial departments and within the limits set by section 14 of chapter 167E of the General Laws, banking associations, investment companies, executors, trustees and other fiduciaries, and all other persons whatsoever who are now or may hereafter be authorized to invest in bonds or other obligations of a similar nature may properly and legally invest funds, including capital in their control or belonging to them; and the bonds shall be obligations which may properly and legally be made eligible for the investment of savings deposits and the income thereof in the manner provided by section 2 of chapter 167F of the General Laws. The bonds shall be securities which may properly and legally be deposited with and received by any state or municipal officer or any agency or political subdivision of the commonwealth for any purpose for which the deposit of bonds or other obligations of the commonwealth is now or may hereafter be authorized by law.

SECTION 15. Any holder of bonds or debentures issued under this act or of any coupons appertaining thereto, and the trustee, except to the extent the rights herein given may be restricted by the trust agreement, may, either at law or in equity, by suit, action, mandamus or other proceeding, protect and enforce any and all rights under the laws of the commonwealth or granted hereunder or under the trust agreement, and may enforce and compel the performance of all duties required by this act or by the trust agreement, to be performed by the corporation or by any officer thereof.

SECTION 16. Insofar as this act is inconsistent with any other general or special law, excluding the state building code, and the municipal zoning ordinance or by-law, this act shall be controlling.

SECTION 17. This act, being necessary for the welfare of the town and its inhabitants, shall be liberally construed to effect its purpose.

SECTION 18. If the town shall modify its charter, or if it shall adopt a new charter, then without amendment of this act, the provisions of this act which refer to specific municipal officials or municipal bodies shall be understood, upon a charter change, to refer to those who under such change exercise the same or equivalent functions.

SECTION 19. This act shall take effect upon its passage.

Approved November 20, 2002.

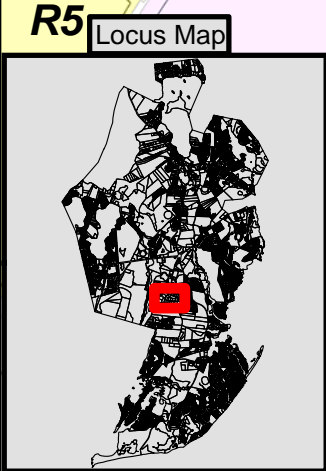
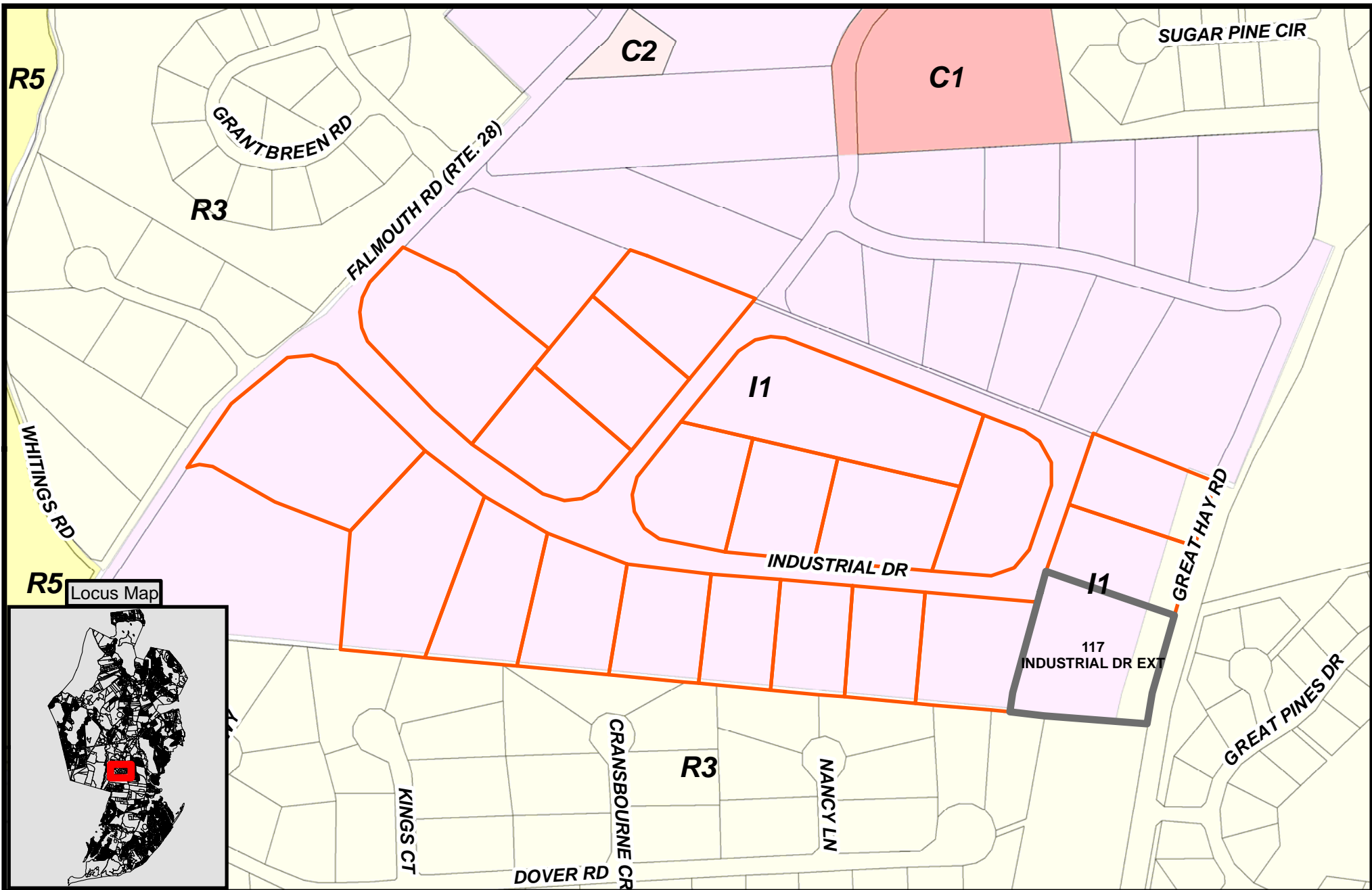
Return to:

List of Laws passed in 2002 Session

General Court home page. or

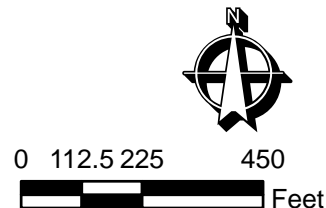
Commonwealth of Massachusetts home page.

Appendix 2: Mashpee Executive Park Map



Legend	
	EDIC Property
	Executive Park Properties
ZONING	
	C1
	C2
	C3
	I1
	R3
	R5
	Parcels

EDIC Property Mashpee Executive Park



Appendix 3: Mashpee Executive Park Property Owners

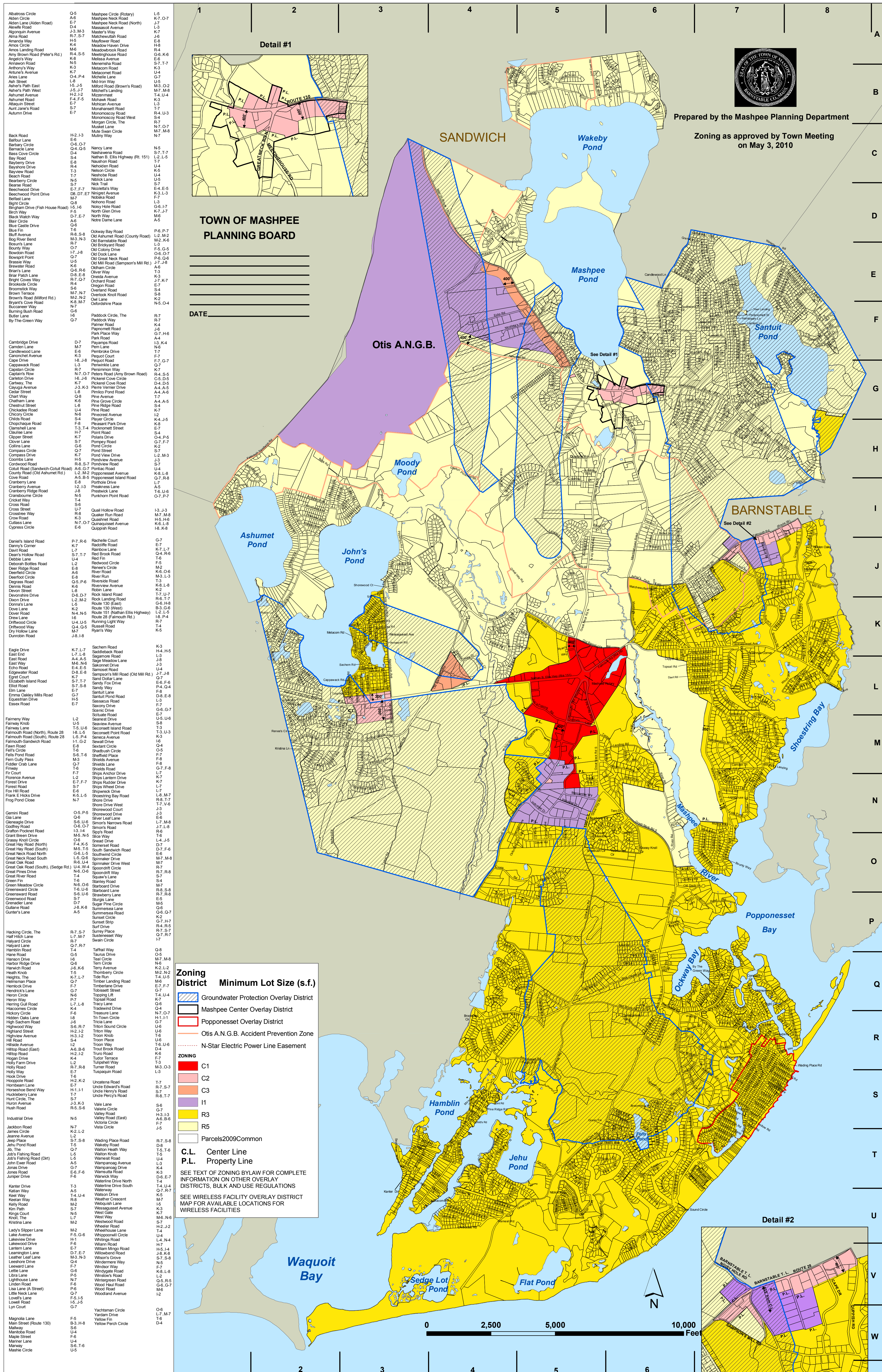
Executive Park Property Owners, 2010

NAME1	LocNo	LOCST
FALMOUTH HOSPITAL ASSOC INC	786	FALMOUTH RD
FALMOUTH HOSPITAL ASSOC INC	5	INDUSTRIAL DR
MACGREGOR, J BRUCE &PAULDING J	203	INDUSTRIAL DR
MASHPEE INDUSTRIAL DRIVE LLC	129	INDUSTRIAL DR
NAILOR DAVID A	67	INDUSTRIAL DR
MASHPEE WATER DISTRICT	79	INDUSTRIAL DR
MASHPEE TOWN OF	117	INDUSTRIAL DR EXT
LAWTON, ROBERT A	89	INDUSTRIAL DR
MACGREGOR, J BRUCE &PAULING J	17	INDUSTRIAL DR
ANDRADE, KEVIN TRS	800	FALMOUTH RD
MASHPEE INDUSTRIAL REALTY LLC	168	INDUSTRIAL DR
MACGREGOR, J BRUCE &PAULDING J	11	INDUSTRIAL DR
SBA PROPERTIES, INC.	154	INDUSTRIAL DR
PAULDING, JOHN J SR TRS	64	INDUSTRIAL DR
KERRIGAN, JAMES M TR &	131	INDUSTRIAL DR
CAYER, KEVIN P & TAMARA D	78	INDUSTRIAL DR
LRME LLC	103	INDUSTRIAL DR

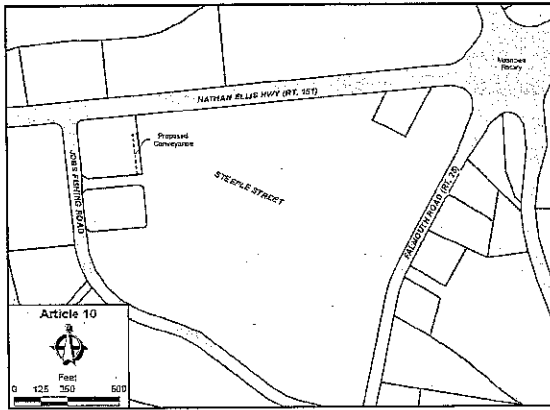
NAME1	LocNo	LOCST
	0	
MACGREGOR, J BRUCE& PAULDING J	27	INDUSTRIAL DR
MACGREGOR, J BRUCE &PAULDING J	37	INDUSTRIAL DR
MEDIAONE FACILITIES MANAGEMENT	47	INDUSTRIAL DR
BIGWOOD, PERYNTHA TRUSTEE	57	INDUSTRIAL DR

Appendix 4: Mashpee Zoning Map

Zoning Map of the Town of Mashpee, MA



Appendix 5: Mashpee 2008 Town Warrant



Article 11

To see if the Town will vote to transfer the use of, and authorize the Board of Selectmen to convey to Comcast, for utility purposes, an easement or such other interest as the Selectmen may deem necessary and appropriate, in the parcel of real property identified on Mashpee Assessor's Map 88 as Block 29, and situated at 117 Industrial Drive, and to authorize the Selectmen to negotiate and execute any agreements or instruments necessary to complete this transaction upon such terms as they deem to be in the best interest of the Town, or take any other action relating thereto.

Submitted by the Board of Selectmen

Explanation: This article would authorize the Board of Selectmen to grant an easement over Town-owned property to Comcast which would allow for installation of their network to the Industrial Drive Business Park.

The Board of Selectmen recommends approval by a vote of 5-0.

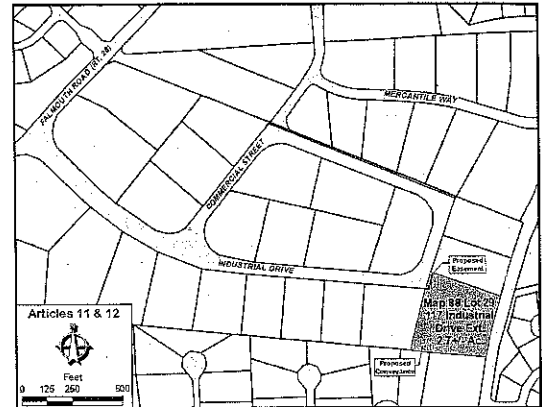
The Finance Committee recommends approval by a vote of 6-0.

Motion made by Selectman John Cahalane.

Motion: I move the Town vote to transfer the use of, and authorize the Board of Selectmen to convey to Comcast, for utility purposes, an easement or such other interest as the Selectmen may deem necessary and appropriate, in the parcel of real property identified on Mashpee Assessor's Map 88 as Block 29, and situated at 117 Industrial Drive, and to authorize the Selectmen to negotiate and execute any agreements or

instruments necessary to complete this transaction upon such terms as they deem to be in the best interest of the Town.

Motion passes unanimously at 7:51PM.



Article 12

To see if the Town will vote to transfer the care, custody, management and control of the following described parcel of Town-owned land to the Board of Selectmen for the purpose of sale, lease, or other disposition to the Mashpee Economic Development and Industrial Corporation (EDIC) for development and use as the EDIC may determine: a parcel of land consisting of 2.66 acres +/- as shown on Assessors' Map 88 as Block 29, and described in the deed recorded with the Barnstable County Registry of Deeds in Book 13460, Page 269 through Page 272 and as depicted on a plan entitled, "Subdivision Plan prepared for Haystacks Realty Trust of Assessors Lots 29 and 30 Industrial Drive, Mashpee, MA" prepared by J.E. Landers-Cauley, P.E., dated last revised November 11, 2000, and recorded in the Barnstable County Registry of Deeds in Plan Book 562, Page 3, a copy of which is on file in the office of the Town Clerk; to authorize the Selectmen to execute a deed or such other instruments as may be necessary to transfer the Town's title in and to the subject parcel to the EDIC upon such terms as the Selectmen deem proper; and further, to authorize the Selectmen to petition the General Court, as may be necessary, for special legislation authorizing said transfer, or take any other action relating thereto.

Submitted by the Board of Selectmen

Explanation: This article will authorize the transfer of Town-owned land located at 117 Industrial Drive Ext. to the Mashpee Economic Development and Industrial Corporation (EDIC) as intended when the

EDIC was created several years ago. This transfer will allow the EDIC to formally assume control and use of the subject property for the purposes specified in its enabling legislation, including possible development of the site, sale of the property to generate seed money for the purchase of other developable lands or the commencement of development initiatives elsewhere in Mashpee.

The Board of Selectmen recommends approval by a vote of 5-0.

The Finance Committee recommends approval by a vote of 5-0 with one abstention.

Motion made and passed to dispense with reading of the article at 7:51PM

Motion made by Selectman Wayne Taylor.

Motion: I move the Town vote to transfer the care, custody, management and control of the following described parcel of Town-owned land to the Board of Selectmen for the purpose of sale, lease, or other disposition to the Mashpee Economic Development and Industrial Corporation (EDIC) for development and use as the EDIC may determine: a parcel of land consisting of 2.66 acres +/- as shown on Assessors' Map 88 as Block 29, and described in the deed recorded with the Barnstable County Registry of Deeds in Book 13460, Page 269 through Page 272 and as depicted on a plan entitled, "Subdivision Plan prepared for Haystacks Realty Trust of Assessors Lots 29 and 30 Industrial Drive, Mashpee, MA" prepared by J.E. Landers-Cauley, P.E., dated last revised November 11, 2000, and recorded in the Barnstable County Registry of Deeds in Plan Book 562, Page 3, a copy of which is on file in the office of the Town Clerk; to authorize the Selectmen to execute a deed or such other instruments as may be necessary to transfer the Town's title in and to the subject parcel to the EDIC upon such terms as the Selectmen deem proper; and further, to authorize the Selectmen to petition the General Court, as may be necessary, for special legislation authorizing said transfer.

Motion passes unanimously at 7:53PM.

Article 13

To see if the Town will vote to amend the General By-laws in accordance with the provisions of the Mashpee

Home Rule Charter, Sections 8-5 and 5-1(b), by adopting the following By-law as Division 1, Part 1, Chapter 1, Article V, Section 1-6, *Reorganization of Town Government*, together with the Plan of Reorganization submitted herewith, which shall be appended to the Town By-laws in the form of an administrative code; further, to adopt proposed General By-law, Chapter 5, Article VII, Section 5-31, relative to the position of Assistant Town Manager; and to amend the Zoning By-law, Chapter 174, Article XVI, Section 174-92 by deleting the provision therein relative to employment of clerical staff and other assistance by the Zoning Board of Appeals, all as set forth below, or take any other action in relation thereto.

GENERAL BYLAWS

Article V, Section 1-6. Reorganization of Town Government.

Pursuant to the provisions of the Mashpee Home Rule Charter, Article V, Section 5-1(b), the Town Manager has adopted a Reorganization Plan for the orderly, efficient and convenient conduct of the business of the Town, dated September 8, 2008, a copy of which is appended to the Administrative Code section of these Bylaws, which document is incorporated herein by reference. Said Reorganization Plan codifies the reorganization of the responsibilities and structure of the Department of Public Works in compliance with the provisions of Section 5-8 of the Charter, expands the duties and responsibilities of the Personnel Department into a Human Resources Department, reassigns the reporting relationship of the Harbormaster's Office and the Office of the Shellfish Warden to the Police Department, reassigns the Global Information Technology function to fall under the jurisdiction of the Information Technology Department, reassigns the Zoning Board of Appeals Administrative Assistant to the Department of Inspectional Services, and creates the position of Assistant Town Manager. Said Administrative Code I shall remain in full force and effect until amended, supplemented or repealed in accordance with the provisions of the Charter, Section 5-1.

Article VII, Section 5-31. Assistant Town Manager.


Section 5-31. Appointment; Term of Office. The Town Manager shall appoint an Assistant Town

Appendix 6: 117 Industrial Drive Extension Site

Appendix 7: Zoning for 117 Industrial Drive Extension

Mashpee Planning Department

Memo

To: Asst. Town Manager Tom Mayo
From: Town Planner Tom Fudala 
CC: Jason Streebel
Date: 7-18-12
Re: Zoning at 117 Industrial Drive Extension

Per your request, the following regards the applicable zoning on the above lot:

The 115,994 sq. ft. lot (2.66 acres) is primarily located in an I-1 Industrial zoning district. A 100 foot wide strip at the rear, fronting on Great Hay Road, is zoned R-3 Residential and is just over 30,000 sq. ft. in size.

However, under the provisions of Section 174-11 of the Mashpee Zoning By-law, *"When a lot is transected by a zoning district boundary, the regulations of this chapter which shall be applicable to each portion of the lot shall be those applicable to the zoning district in which it lies, provided that such portion shall have a land area sufficient to meet the minimum lot size requirement within said district. Where such portion or portions of said lot do not meet the applicable minimum lot size requirement, they shall be governed by the zoning applicable to the adjacent portion of the lot, if any, which complies with the minimum lot size requirement applicable to the district in which it lies."* As the R-3 portion of this lot does not meet the 40,000 sq. ft. minimum lot size requirement for that zoning district, it is therefore considered to be governed by the I-1 zoning applicable to the larger remainder of the lot, which does meet the I-1 minimum lot size requirements.

It should also be noted that the lot, as laid out on the "Subdivision Plan Prepared for Haystacks Realty Trust of Assessors Lots 29 & 30 Industrial Drive, Mashpee, MA" rev. date 11-0-2000, by J.E. Landers-Cauley, P.E. and signed as a definitive subdivision plan by the Planning Board on December 20, 2000, obtains its legal frontage on an as-yet-to-be-built cul-de-sac street named "Industrial Drive Extension" (plans for which are available in the Planning Department office) and is not allowed to access Great Hay Road. This plan was prepared as part of an agreement between the Town and the owners of the old lots 29 and 30 wherein the Town rezoned the parcels from R-3 Residential to primarily I-1 Industrial (the remaining 100 foot strip was intended at that time to ensure a buffer area from the Greenwood Estates subdivision across Great Hay Road), the owners merged a previously-existing 2-foot wide protective strip along Industrial Drive (which prevented access from this land from Industrial Drive) into the 3 lots created from the previous 29 and 30 (30 was

divided into 30A and 30B, which have since been developed), and the owners donated the resulting new lot 29 (now 2.66 acres vs. its previous 3.14 acres with the removal of the area required for the new street), which requires construction of the above-mentioned street to meet zoning frontage requirements in order to become buildable.

I note that the current Assessors' Maps do not correctly reflect the configuration of the lot and the approved Industrial Drive Extension. This should be investigated, as the plan had to have been recorded for the new lots 30A and 30B to be sold and reflected on the Assessors' Map (as they are), and the Map cites the reduced 2.66 acre size of lot 29 without reflecting the street layout which led to that reduced size.

I have attached copies of portions of the 2000 definitive plan of the lot.

Please let me know if you need any additional information on this.

Appendix 8: Mashpee Zoning Ordinance Section 174-48

DESIGN REVIEW COMMITTEE (§174-48 MASHPEE ZONING ORDINANCE)

A. A Design Review Committee shall be established to advise the Building Inspector, Planning Board and Board of Zoning Appeals on matters of architectural and design concerns in the review of applications for special permits and sign permits in the R-5, R-3, C-2, I-1, C-1, and C-3 Zoning Districts. "Architectural and design concern" shall include, but not be limited to site planning, building placement, building size, design compatibility, exterior appearance, construction materials and finishes, parking and roadways, landscaping and site grading, building entrance and exit placement and signs.

B. The Design Review Committee will sit with the Planning Board and Board of Zoning Appeals in any public meetings dealing with development proposals in the R-5, R-3, C-2, I-1, C-1, C-1-SV Incentive and C-1-0 Incentive Zoning Districts. The Design Review Committee may call special meetings of its own to review applications. Findings of the Design Review Committee shall be advisory to the Planning Board and Board of Zoning Appeals. Full power for granting or denial of applications for special permits shall remain with these Boards.

C. Membership of the Design Review Committee shall consist of four (4) persons, one (1) each from the Planning Board and Board of Zoning Appeals and two (2) members to be appointed by the Board of Selectmen. The Planning Board member shall be appointed by the Planning Board Chairman, and the Board of Zoning Appeals member shall be appointed by the Chairman of the Board of Zoning Appeals. One (1) of the two (2) members appointed by the Board of Selectmen shall be an architect, landscape architect or civil engineer. In the event that no such person is available, the Design Review Committee may retain, with prior approval of the Board of Selectmen, the services of an architect, landscape architect or civil engineer.

Appendix 9: Cape Cod Commission Community Character Standards

CAPE COD COMMISSION COMMUNITY CHARACTER STANDARDS

Building Design Standards

HPCC2.4 Consistency with Regional Context or Surrounding Distinctive Area

All development and redevelopment shall be consistent with the region's traditional development patterns, reflecting features such as modest building mass, height, scale, roof shape, roof pitch, building materials, and proportions between doors and windows. In areas with a distinctive character, such as historic districts, village centers, cultural landscapes, and historic properties, any design shall be consistent with the character of the area and reflect the surrounding context. Distinctive features of the area such as proximity to the street, views to historic structures, water and/or landscapes, and significant open spaces shall be preserved. A building design narrative is required as part of the DRI application to justify how the building relates to the surrounding context. Contemporary design and green design are encouraged and sometimes required in response to standards in the Energy chapter under Goal E.1, but must be supported by the design narrative.

HPCC2.5 Footprints over 15,000 Square Feet

For all new development, no individual structure shall exceed a footprint of 15,000 square feet unless it is designed as multiple distinct massings differentiated by significant variations in roofline and building footprint, or is fully screened. The method of screening shall be consistent with the character of the surrounding area, but shall typically consist of traditionally scaled frontage buildings within developed areas, and vegetated buffers of 200 feet in depth in outlying areas. Redevelopment projects may expand to a single massing of 50,000 square feet without full screening if the expansion occurs on previously developed impervious or landscaped areas.

HPCC2.6 Building Forms and Façades

For all development and redevelopment involving new construction, the massing, façades, and roof configuration of a building shall be varied. If a building façade is more than 50 feet in length, it shall include a minimum of 10 feet of variation in the building footprint (set-back or projection in the building wall) for every 50 feet of façade length, and related changes in the roofline in order to reduce the apparent mass of the building.

HPCC2.7 Non-traditional Materials and Designs

In industrial parks or areas not visible from scenic or regional roadways or other distinctive areas noted above in MPS HPCC2.4, use of nontraditional materials, forms, and site designs may be appropriate. In such areas, maintenance of adequate buffers on the subject property shall be required to ensure that the proposed development is screened from view.

Parking and Landscaping Standards

HPCC2.8 Parking to the Side or Rear of Buildings

The building and layout of all parking lots shall follow good design practices and reinforce regional development patterns. Parking for all development shall be located to the rear or the side of a building or commercial complex unless such location would have an adverse or detrimental impact on environmental or visual features on the site. In such cases, alternative means of minimizing environmental or visual impacts of the proposed parking shall be required.

HPCC2.9 Landscaping Improvements for Redevelopment

Redevelopment shall significantly improve buffers between parking areas and the street, as well as interior parking-lot landscaping, and shall provide façade improvements and frontage buildings, as necessary and if appropriate, to improve the visual character of the site.

HPCC2.10 Landscape Plan Requirements

All development shall provide landscaping that integrates buildings with their environment, enhances architectural features, fosters sustainable practices, clearly divides parking lots into smaller areas, includes tree planting, and provides amenities for pedestrians. All development shall implement a landscape plan that addresses the functional aspects of landscaping, such as drainage and innovative stormwater technologies, erosion prevention, screening and buffering, provision for shade, and energy conservation. When vegetative buffers are necessary to prevent adverse visual impacts from new development, existing vegetation shall be retained and unaltered in the buffer area. A maintenance agreement shall be provided by all development for a minimum of three growing seasons to insure vegetation is properly established.

Lighting, Signage and Roadway Appurtenances

HPCC2.11 Exterior Lighting

Site lighting and exterior building lights in all development shall meet the following standards. This Minimum Performance Standard shall not

apply to aviation warning or marking lights as may be required by the Federal Aviation Administration.

- Employ “shoe-box” type or decorative fixtures, consistent with the architectural theme of the development.
- Use a mounting configuration that creates a total cutoff of all light at less than ninety (90) degrees from vertical (flood, area, and up-lighting are prohibited).
- Provide total cutoff of all light at the property lines of the parcel to be developed.
- Meet a maximum initial horizontal foot-candle level of not more than 8.0 foot-candles, as measured directly below the luminaire(s) at grade.

Additional guidance can be found in the Exterior Lighting Design Standards, Technical Bulletin 95-001, as amended.

HPCC2.12 Signage

The installation of billboards, off-site advertising (except approved directional signs), and internally lit or flashing signs shall not be permitted. The size and color of all signs shall be in scale and compatible with the surrounding buildings and street. When more than one sign is used, the graphics shall be coordinated to present a unified image. Wooden signs, either painted or carved, are usually most appropriate.

HPCC2.13 Underground Utilities

All utilities for development including cable shall be placed underground except where the presence of natural features such as wetlands or archaeological resources prevent such placement.

HPCC2.14 Roadway Appurtenances

Ornamental signals and mast arms shall be required when the town and the Commission deem it appropriate. Crosswalks shall be constructed of a different texture. In historic areas, the design of roadway appurtenances shall be consistent with historic district styles.

Appendix 10: Comparative Market Analysis

Comparative Market Analysis 117 Industrial Drive Extension, Mashpee, MA

This property is owned by the Town of Mashpee having taken deed for the property through tax title in December, 2000 and is in the care and custody of Mashpee Economic Development and Industrial Corporation (EDIC). The EDIC is considering selling this parcel in order to generate seed money for purposes of fulfilling its mission. The 2.7 acre parcel is sited in the southeast quadrant of the Mashpee Industrial Park and is zoned I-1. Some of the more feasible allowable uses under this zoning include facilities for:

- *Worship*
- *Governmental or supporting services*
- *Educational*
- *Social Clubs/Lodges*
- *Agricultural*
- *Office*
- *Laboratories/Research*
- *Radio/TV Studios*
- *Repair*
- *Laundry/Dry Cleaning*
- *Printing/Binding*
- *Bottling*
- *Manufacturing/Assembly/Packaging*
- *Wholesale/Storage*

The chart on the following page summarizes the few recent sales in the Industrial Park Area (also including Commercial Street and Mercantile Way) as well as most of the parcels within the same area currently on the market. There are additional available parcels in the area which are not being actively marketed. In addition, a parcel at the corner of Industrial Drive and Commercial Street is believed to be under agreement for development of office condo's which the sale contingent upon the pre-sale of some units.

A review of these data indicate that recent sales have averaged 100% of assessed valuations and \$187,793 per acre. A review of other properties currently on the market suggests their asking prices are unrealistic, at best.

BENCHMARK DATA - RECENT SALES of PROPERTY IN MASHPEE INDUSTRIAL PARK AREA

Address	Acreage	Assessment	Sale Price	% of Assessment	Per Acre
52 Mercantile Way	1.63	\$343,400	\$320,000	93%	\$196,319
153 Commercial Street	2.01	\$337,100	\$330,000	98%	\$164,179
64 Industrial Drive	1.91	\$351,100	\$387,500	110%	\$202,880
Averages		\$343,867	\$345,833	100%	\$187,793
117 Industrial Drive Ext	2.66	\$372,300		\$372,300	\$499,528
			per competition	\$465,375	\$815,355

BENCHMARK DATA - COMPETITIVE PROPERTY FOR SALE IN MASHPEE INDUSTRIAL PARK AREA

Address	Acreage	Assessment	Asking Price	% of Assessment	Per Acre at Asking
161 Commercial Street	1.75	\$347,500	\$450,000	129%	\$257,143
11 Industrial Drive	2.01	\$457,000	\$550,000	120%	\$273,632
89 Industrial Drive	1.38	\$353,600	\$395,000	112%	\$286,232
5 Mercantile Way	1.10	\$326,700	\$450,000	138%	\$409,091
Averages			\$461,250	125%	\$306,524

Based on the above information, the EDIC has considerable flexibility in determining an asking price for this property which could clearly mark this property as the best value in the area. In the current economic climate, finding a buyer is not necessarily the most difficult part of the process. There is more in-depth information provided later in this document, but obtaining financing is still very difficult. The EDIC has an advantage over other sellers due to a number of factors:

- *The land cost is virtually zero, the Town having written down the lost tax revenue when taking title to the property.*
- *The EDIC has the ability to offer incentives to attract a quality buyer*
- *The EDIC's bonding authority could be used to facilitate financing*
- *The EDIC has the ability to finance or participate in financing the sale*
- *The EDIC could offer a land lease*
- *The EDIC has the ability to offer a combination of the above*

Thus, in the event a conventional sale is not doable, utilizing any of the above would still provide the EDIC with a regular income stream.

Should the EDIC decide to engage this firm to represent its interests, a more definitive marketing strategy will be developed which will focus on reaching out to a targeted market of prospective buyers through electronic postings and our network of on and off-Cape commercial brokers and investment bankers. Our fee for services is 6% of the sale or land lease price, payable only if and when the sale or land lease is consummated.

Appendix 11: Mashpee Local Comprehensive Plan Economic Development Section

Economic Development

For many years, Mashpee was a little known natural gem that escaped the earlier waves of development on Cape Cod. To say that Mashpee has been discovered is an understatement. Mashpee has had the fastest rate of population and housing growth of any town in the Commonwealth for over a decade. How Mashpee will combine its history with the newer additions of second home communities and upscale retail development is still an unfolding story.

This rapid population growth and the related construction boom have not brought equal prosperity to Mashpee residents. Between the vacation homes lie pockets of poverty that highlight the gaps between rich and poor. Relative to other communities on Cape Cod, Mashpee suffers from high rates of unemployment and the lowest level of per capita income. The seasonality of employment, a problem in any summer community, only compounds economic problems for some of Mashpee's residents.

Mashpee's natural resources are a treasure to be preserved, but at the same time, we wish to provide jobs and increased income to meet the needs of our residents. The Town recognizes the need to support and channel its growth so that our neediest citizens benefit from the expansion of the local economy and our natural resources are not threatened. Toward that end, we have undertaken a number of steps leading to the adoption of this economic development plan.

In 1992 the Board of Selectmen appointed an Economic Development Committee and, under the Commonwealth's Local Partnership Program, subsequently formed a Local Economic Development Partnership Committee which included representatives of the Wampanoag Tribal Council, the Mashpee Historical Commission, the Conservation Commission, the Executive Secretary and the Town Planner in addition to the members of the Economic Development Committee. A Local Partnership grant secured consultant assistance in developing an economic development strategy for the town that would also serve as the Economic Development element of our Comprehensive Plan. The consultant's report and the work of the Partnership Committee served as the basis of this section of the Comprehensive Plan.

Goals & Objectives

Based on the 1985-86 work of the Committee on Mashpee's Goals & Priorities, a 1992 public opinion survey and "issues forums," comments received at the February 1, 1995 public hearing, and input from the Partnership Committee and Local Planning Committee (Planning Board) members, the following community goals and objectives were adopted by the Local Planning Committee on December 6, 1995.

GOAL #1. TO CREATE AND MAINTAIN A BALANCED AND SUSTAINABLE LOCAL ECONOMY WHILE PRESERVING AND ENHANCING MASHPEE'S ENVIRONMENT AND CULTURAL HERITAGE.

GOAL #2. TO INCREASE THE INCOMES OF MASHPEE RESIDENTS.

GOAL #3. TO PROVIDE OUR RESIDENTS WITH A FULL RANGE OF COMMERCIAL FACILITIES AND SERVICES IN KEEPING WITH THE COMMUNITY'S SIZE AND POTENTIAL MARKET AREA.

GOAL #4. TO INCREASE THE TOWN'S INDUSTRIAL AND COMMERCIAL TAX BASE WHILE MINIMIZING INCREASED MUNICIPAL SERVICE COSTS, ENVIRONMENTAL IMPACTS AND OTHER ADVERSE IMPACTS ON THE COMMUNITY.

Objectives

- A.** To preserve and enhance the viability of existing Mashpee businesses unless they are incompatible with the Town's long-term goals.
- B.** To preserve, enhance and expand sustainable agricultural, aquacultural and other natural resource-based industries.
- C.** To attract new businesses that are compatible with our goals, our business mix and our environmental, cultural and economic resources.
- D.** To enhance Mashpee's economic development potential and its locational and transportation-related advantages by minimizing traffic congestion and improving alternative transportation opportunities.
- E.** To ensure that the necessary infrastructure is in place or planned to support desired commercial and industrial activities.
- F.** To market the town to prospective new businesses in a professional and coordinated manner.
- G.** To ensure that there are clear guidelines and streamlined regulatory procedures for locating or expanding businesses in Mashpee.
- H.** To orient the Town's business development activities toward those businesses which match the available skills and experience of Mashpee residents, particularly those who are unemployed or underemployed.
- I.** To increase our residents' skill levels through enhanced educational and job training opportunities.
- J.** To increase year-round employment opportunities.
- K.** To increase opportunities for self-employment and home-based work while minimizing impacts on neighboring residents.
- L.** To reduce the need for our residents to shop in adjacent towns by providing as many retail and service businesses locally as can be supported.
- M.** To enhance the attractiveness of our commercial areas to town residents, residents of adjacent towns and tourists by maintaining and improving ease of access, increasing the number and variety of businesses, improving appearance, encouraging attractive pricing and developing a coordinated marketing strategy.
- N.** To increase the commercial and industrial proportion of the Town's tax base to at least 15 percent.
- O.** To achieve full occupancy of our existing industrial and commercial areas with suitable high-value businesses.
- P.** If feasible, to develop a municipally owned or quasi-public industrial/office park or parks to attract businesses requiring initial assistance with land/development costs.
- Q.** To develop "incubator" centers for business startups that could grow into significant taxpayers and/or provide high-wage jobs.
- R.** To enhance the Town's share of the Cape Cod tourism industry.
- S.** To ensure that convenient and safe bicycle and pedestrian areas are provided in commercial developments and that large-scale commercial activities are concentrated in village/commercial centers where adequate infrastructure and alternative transportation access is available.

Economic Analysis

Demographic Trends

Mashpee has experienced dramatic population growth since 1980. Mashpee was home to 7,867 year-round residents in 1990. Over the 1980-90 decade, the rate of population growth, highest of any town in Massachusetts, increased by 113 percent. The growth trend has continued since the 1990 Census.

Mashpee's population is ethnically and racially diverse relative to the Cape at large. Almost 12 percent of Mashpee's residents consider themselves a racial or ethnic minority according to the 1990 Census, more

than double the Cape-wide average. Mashpee's minority population is primarily a mix of African-Americans and Native American Wampanoags. The surge in Mashpee's population has reduced the Town's diversity since the majority of the in-migration was white. The percentage of Native Americans living in Mashpee fell from 9.1 percent in 1980 to 4.9 percent in 1990.

Mashpee's population is younger than that of Barnstable County at large. In 1990, Mashpee's "seniors" composed 14.5 percent of the population, high relative to the state and nation, but hardly as dramatic as the 22 percent Cape Cod average. Retirees were not the driving force behind the population explosion in Mashpee during the 1980s. In 1990, 61 percent of Mashpee's residents were of working age (18-64 years), a greater proportion than in Barnstable County as a whole.

Economic Performance

Trends in Cape Cod population, employment, and labor force growth have been consistently more positive than state and national trends. The Town of Mashpee experienced even more remarkable growth over the decade than did the County as a whole. The recession, however, hit Barnstable County hard as the region endured painful declines in construction- and manufacturing-related employment between 1989 and 1993. The region's unemployment over that period surpassed that of Massachusetts and the United States. Many Mashpee industries continued to show positive rates of employment growth even as those in the rest of Cape Cod declined dramatically; Mashpee's economic performance, however, gives some indication that all residents have not shared equally in its recent economic success.

The demographic and economic growth of the 1980s has been a strain on Mashpee. Mashpee absorbed 4,184 new residents between 1980 and 1990. This influx resulted in significant growth of the Town's labor force, from 1,894 persons in 1980 to 4,626 in 1994. The economy was fairly successful in generating jobs throughout most of the mid- and late-1980s, but unemployment rates rose after 1990. Together with negative trends in income and poverty levels, high unemployment rates in the early 1990s suggested that: 1) the jobs upon which the Town's residents depend are somewhat volatile and 2) job creation has not kept pace with the growth of the labor force, or has failed to benefit some Mashpee residents.

Mashpee experiences wide variations between winter and summer unemployment rates. Annual average unemployment rates do not show these dramatic swings, which understates the problem that seasonal unemployment presents to Mashpee residents. In 1993 and 1994, the annual average for unemployment fell, while seasonal unemployment actually rose, and the seasonal variance widened to a gap of seven percentage points between the January peak (13.2 percent) in unemployment and the low (5.9 percent) in the summer tourist season.

Mashpee is a predominantly middle-income household community. Only 18 percent of Mashpee's households earn less than \$15,000 per year, as opposed to 21.2 percent for the county, 19.9 percent for the state, and 27.3 percent nationally. A relatively small proportion of households earn over \$50,000 per year, with the majority earning between \$25,000 and \$49,000 a year.

Although Mashpee's 1990 median household income levels exceeded Barnstable County's by 2.4 percent, per capita income fell short of county levels by 11.5 percent. This, in part, reflects a higher average number of persons living in each household relative to other Cape communities, and suggests that the incomes of Mashpee families may not be adequate to meet the needs of dependents, primarily children.

Since 1980, some of Mashpee's indicators of economic well-being have weakened relative to those of Barnstable County and Massachusetts. In 1980, per capita income in Mashpee was 5 percent greater than in Barnstable County and 2.4 percent greater than in Massachusetts as a whole. By 1990, per capita income

levels in Mashpee had slipped to 11.5 percent below the county and 15.7 percent below the state. Mashpee's median household income levels also slid relative to county and statewide levels.

Mashpee's minority population disproportionately suffers from poverty. Minority families represent 9 percent of all families, but 19 percent of poor families in Mashpee. Overall, 11.5 percent of minority families live in poverty compared to 4.9 percent of white families. Most of these poor families in Mashpee are headed by women; all of the minority families living in poverty are female-headed households, while 65 percent of white poor families have no husband present.

Economic uncertainty for some Mashpee residents is related to the lack of full-time, year-round employment. Of all the people who reported having worked at all in 1989 in Mashpee, only 57 percent worked full-time, year-round. About one in five employed residents worked less than 35 hours a week in 1990; about 14 percent reported working 26 weeks of the year or less.

Public assistance programs appear to not fully meet the needs of poor Mashpee residents. Of 126 families living in poverty at the time of the 1990 Census, 80 received no form of public assistance, and half (43) of the female-headed households living in poverty received none. Of families other than those considered poor, 124 families, about half with a female head of household, received public assistance in 1990. Over 300 Mashpee residents use the food pantry, with the demand from Mashpee far exceeding that of Falmouth, a much larger town.

For some of Mashpee's low-income residents, each day is a struggle to put food on the table. According to anecdotal information, many of the working poor commute to the Hyannis area to work in year-round motels, restaurants, and retail jobs. Others do odd jobs to provide some family income. However, to supplement low-wage jobs, many Mashpee residents grow extensive gardens in the summer and freeze or can food for the winter. Many also shellfish, not to earn additional income, but to supplement the family's diet.

The overwhelming demand for public housing is another sign of the economic struggles faced by Mashpee residents. Mashpee's Housing Authority has less than 150 units, mostly state-funded rental units. In 1995 there was a three-year wait list for senior housing and a four-year wait list for family housing.

The lack of a community center in Mashpee was frequently cited as a concern of the human service community. A community center would provide a location for clinicians to deliver services, as well as a focal point for recreational and teen activities.

Economic Structure

The job base in Mashpee is small relative to the Town's population. As a result, the majority of Mashpee residents seek work out of Town. Over 4,600 Mashpee residents were seeking employment in 1993, but the Town's job base offered only 2,145 jobs. Over 75 percent of town residents work outside of Mashpee, with 58.3 percent working elsewhere in Barnstable County, mostly in the neighboring towns of Barnstable (Hyannis) and Falmouth. Over 60 percent of Mashpee workers live outside of Mashpee, with the majority commuting from elsewhere in Barnstable County, especially Barnstable and Falmouth.

The number of Mashpee residents working out of the home has increased, but still represents a small portion of the total. From 1980 to 1990, the number of Mashpee residents working out of the home rose from 34 to 74, an increase of 135 percent. However, the percentage actually fell slightly, from 2.18 percent in 1980 to 2.02 percent in 1990. The 1990 percentage is slightly less than the corresponding figures for Massachusetts (2.51 percent) and the United States (3 percent).

The job base in Mashpee has expanded dramatically in the past decade. Since 1984, the business base within Mashpee expanded in every year except 1990 and 1991. Mashpee's rate of growth exceeded the county, state, and nation in every year since 1986.

There are established networks between Mashpee businesses and the larger Cape business community in the form of supplier relationships. Still, Mashpee businesses purchase the majority of their goods and services off Cape Cod.

Mashpee businesses serve a primarily local and regional market. 72 percent of sales are made to Cape customers, 36 percent being from Mashpee.

Mashpee's economy is heavily weighted toward retail jobs. Retail trade is the single largest source of jobs in Mashpee. The retail trade sector accounted for 27.7 percent of total employment in 1993, or 594 jobs. This sector accounts for only 17.8 percent of total employment in the country as a whole. The second largest share of Mashpee-based employment in 1993 was the finance, insurance, and real estate sector, which accounted for 18.5 percent of employment; the corresponding figure for the U.S. was 6.1 percent. In 1993, the service sector in Mashpee was roughly half the size of the national service sector, but it has been growing in importance over the past ten years.

The seasonal influx of tourists assures that a portion of the retail trade in Mashpee brings new income into the community from off of Cape Cod. In most communities, retail employment is limited by the local population's ability to support the establishments, and retail growth is tied to local population and income. In Mashpee, however, retail stores sell goods to visitors, bringing new income into the Cape economy. Mashpee retail businesses, including grocery stores, sell an average of 24 percent of their product to off-Cape customers.

Fueled by the tourism industry, retail trade has been an important source of job growth for Barnstable County and Mashpee. In 1992, retail trade accounted for nearly 36 percent of Barnstable County employment, compared to 21.2 percent nationwide. In Mashpee, retail trade employment jumped 62.2 percent from 1984 to 1989. Even during the recession, Mashpee's 10.6 percent employment growth rate contrasted with a 14.2 and 12.1 percent decline for Barnstable County and Massachusetts, respectively. Jobs in Mashpee, however, are not necessarily held by Mashpee residents. Despite gains in local retail jobs, the sector's importance as a source of employment for residents has actually declined since 1980.

The wholesale trade sector in Barnstable County and Mashpee is small. Growth in this sector may be limited by relatively poor transportation access.

The construction industry has grown both within Mashpee and as a source of employment for Mashpee residents, however, it is seasonal and particularly vulnerable to economic fluctuations. In 1990, almost 10 percent of Barnstable County workers worked in contract construction, as opposed to 5.5 percent for Massachusetts, and 6.2 percent for the U.S. In Mashpee, just over 12 percent of residents worked in construction. Construction firms within Mashpee grew erratically throughout the 1980s, declined sharply between 1988 and 1991, yet managed a net 3 percent employment growth rate from 1989 to 1993 while firms in the county and state dropped over 35 percent. In 1993, however, construction provided fewer than 70 jobs in Mashpee.

Unlike the rest of the Cape, Mashpee has historically provided a significant number of manufacturing jobs. However, the sector was highly dependent on the presence of just one firm, Augat, which closed in September, 1996. In 1992, manufacturing accounted for only 6.4 percent of Barnstable County employment. In Mashpee, however, manufacturing jobs represented about 17 percent of local jobs. Augat,

which manufactured electronic interconnection components, accounted for two-thirds of this manufacturing employment. With its closure, Mashpee lost the majority of its industrial jobs, with approximately 275 workers affected by the closing. Augat was one of the best sources of quality, year-round employment for Mashpee residents and a notable employer of low-income and minority residents.

Finance, insurance, and real estate has been a significant source of growth in the region and an important component of Mashpee's economy. Finance, insurance, and real estate accounted for 18.5 percent of total 1993 Mashpee employment, more than three times that of Barnstable County or the U.S. However, this sector has not come to account for a greater share of employment among Mashpee residents. Although the number of residents employed in this industry grew over 110 percent between 1980 and 1990, the proportion of employed residents working in it fell slightly from 6.8 percent in 1980 to 6.4 percent in 1990.

While employment in the agriculture, forestry, and fishing industry appears strong in Mashpee as in Barnstable County when compared to the nation and state, in Mashpee, this sector is highly dependent on landscapers and has only a modest natural resource-based sector. In 1992, 1.6 percent of total Barnstable County-based jobs were in this sector, while the national figure was a mere 0.6 percent. Landscape and horticultural services, agricultural services, and veterinary services were much more important in the county than in the U.S. as a whole. Mashpee's agricultural sector is almost entirely dependent on landscapers and veterinarians.

Mashpee-based transportation, communications, and utilities employment has shown remarkable growth. Between 1984 and 1989, Mashpee employment in this industry jumped over 71 percent, but still employed only 48 people in 1993, making up only 2.2 percent of total employment. However, in 1990, a larger percentage of Mashpee residents were employed in the industry than in the county, state, and nation.

Mashpee-based government employment has expanded significantly since 1984 in order to cope with the Town's growing population. In 1993, it accounted for 13.1 percent of Mashpee employment, about 280 jobs. The growth of the government sector is no doubt a result of Mashpee's burgeoning population, which requires more public school teachers and municipal services to fill its needs. As is true for so many other sectors however, the share of Mashpee residents employed in public administration in 1990 was less than in 1980, in spite of the sector's growth within the Town.

The service sector is an important component of the region's economic base and a growing source of employment for area residents. The service sector in Mashpee is considerably less important than it is nationally, accounting in 1993 for just under 15 percent of total employment as opposed to 27 percent nationwide, but between 1984 and 1989 it grew 77.6 percent. The number of people employed in Mashpee's service sector has grown steadily from 156 in 1984 to 319 in 1993. The service sector is one of the few that has come to account for a greater proportion of total residence-based employment since 1980. Health services are an important part of the Cape's service sector, accounting for a greater proportion of total employment than in the U.S.

Cape Cod is developing a small cluster of high technology-based companies, particularly in the areas of marine technology, software, and telecommunications. Anecdotal information points to the emerging presence of high tech service and manufacturing firms clustered particularly on the Upper Cape. There is a growing presence of software companies on the Cape, such as Software 2000, as well as companies specializing in Internet access, such as the Mashpee firm, CCS World, and Fishnet New Media. A Falmouth company, Associates of Cape Cod, has successfully transferred technology from research institutions such as Marine Biological Laboratory and Woods Hole Oceanographic Institution.

Economic Resource Base

Labor Force Issues

The Cape, like many other regions in New England, is an economy in transition. Increasingly, the skills of the workforce do not match the needs of existing employers, nor the types of businesses that are being targeted for the region. Issues of workforce development must be looked at as a regional concern. A number of sources were used to identify the labor force in Mashpee and the surrounding area. The 1990 Census is the best source of information specific to Mashpee. The available workforce (the unemployed) was characterized from Department of Employment and Training data. These sources were augmented with interviews with education and training professionals, community leaders, and local residents.

While the vast majority of Mashpee residents have received their high school diploma, fewer local residents pursue college education than is the norm across Massachusetts. This could put Mashpee at a disadvantage in attracting or developing high skill-high wage jobs. In both 1980 and 1990, the percentage of high school graduates was higher in Mashpee than in the state or the nation, at an impressive 91 percent of town residents. The percentage of residents with a four-year college degree, however, was less than that statewide, more on a par with national figures.

The lack of adequate education clearly is a factor in unemployment and underemployment of Mashpee residents. While 8 percent of heads of household above the poverty level do not have a high school degree, among poor families that number rises to 37.3 percent, and 58.3 percent of poor minority householders.

The working age population shows higher levels of educational attainment than does the retiree population. Mashpee's younger population is far more likely to have completed both high school and college as compared to their senior counterparts. The working age population, particularly that under the age of 60, shows higher rates of high school and college completion. However, Mashpee's "working age" population is somewhat skewed because of the large number of older residents. Many of the presumed "retirees" have, in fact, not fully retired. More than a third of the population between the ages 60 and 69 is still in the labor force.

While a substantial portion of Mashpee residents work in either managerial or professional occupations, a large number of residents are also service and construction workers. Approximately 33 percent of residents work in either a managerial, professional, or technical capacity. Specifically, the Town has an unusually large percentage of residents with managerial jobs, while it is actually slightly underrepresented in professional occupations and greatly underrepresented in technical occupations. Fourteen percent of residents work in the category of "precision production, craft, and repair," which includes all of the construction crafts, compared to 12 percent in Barnstable County, and 10 percent in Massachusetts. Over 4 percent of Mashpee's employed labor force are carpenters. Almost 16 percent of Mashpee residents work in service occupations (examples include policemen, firemen, teachers, waitresses, guards, custodians, and nurses), compared to 13 percent statewide. The largest group are employed in food service occupations, which comprise 5.5 percent of the Mashpee labor force.

While there is a relatively large and available supply of residents looking for full-time, year-round employment, the skill base in the region is relatively shallow. More than two-thirds of the unemployed previously worked in either services or retail. Employers looking for workers with technical skills must often import labor from off the Cape.

The majority of Mashpee residents seeking new jobs either have specialized construction trade skills or work experience in fairly low-skill positions. Mashpee has a job seeking labor force with primarily low skills and limited opportunities of finding high-paying employment opportunities. Less than 5 percent of job seekers have technical skills.

Concerns about unemployment are not shared equally by all residents of Mashpee. For certain segments of the labor force, the inability to find a job is quite severe. The 1990 Census data shows that the young and the old have the most difficulty finding jobs. Unemployment for those between the ages of 16 and 24 hovers around 10 percent. More than 22 percent of men ages 16 to 19 are unemployed and almost 17 percent of men ages 20 to 24 are unemployed. These figures only count those that are actively looking for jobs and not those that have dropped out of the labor force.

Area companies are aided in their search for technical workers by their access to the large, highly technical labor pool in the greater Boston region. While this somewhat compensates for the lack of skilled technical workers on the Cape, it does not allow local residents to benefit from the technical jobs.

The labor force of Mashpee is not only diverse in terms of race, income, and skill levels, but diverse in terms of their aspirations and needs. While many of the unemployed and under-employed residents of Mashpee are looking for full-time, year-round jobs that provide livable wages and benefits, others are looking for less traditional means of making a living. Some prefer a lifestyle that includes seasonal and part-time work with more informal ways of meeting their families' needs, including small-scale agriculture and fishing. Some are interested in supplementing their incomes through self-employment.

Education and Training

The need to make education and training a priority in Mashpee becomes obvious when one considers the findings about the current labor force. The findings of this section outline what resources are currently available in the region to meet area education and training requirements. The resources are viewed in the context of economic development with specific attention to the following issues: 1) how are the resources used by the business community; 2) how do the resources prepare workers for existing and future jobs; and 3) how responsive are the institutions to the changing economic needs of industry.

The new high school provides the Town with significant opportunities for developing an innovative educational system and a focal point for a sense of community. Building relationships and programs with the business community, however, will take time, as will developing ties between the school and local and regional industries. A clear early focus of educators and community members will be the school-to-work initiative. The School-to-Work Opportunities Act of 1994 established broad guidelines and core components for a state-coordinated system of local partnerships charged with implementing the initiative. Once established, the program can serve as a critical link between economic development and secondary education

The primary source of vocational education for Mashpee students is at Cape Cod Regional Technical High School in Harwich rather than the closer Upper Cape Tech in Bourne. While serving the needs of Mashpee students, the distance is not optimal in terms of the residents and businesses of Mashpee. Cape Cod Tech appears to offer a strong vocational preparatory curriculum, and is eager to continue its role as host of Mashpee students. However, the location of the high school is not ideal for Mashpee particularly when one considers that Upper Cape Technical High School is located in Bourne. The distance may prevent some students from pursuing vocational education; it may discourage local businesses, those most likely to employ Mashpee residents upon graduation, from participating in curriculum changes and equipment needs, or in school-to-work transition programs.

Mashpee and Falmouth have developed innovative programs with tech resources in the area. Upper Cape schools have begun to tap the educational potential of the area's scientific institutions, which include Woods Hole Oceanographic Institution (WHOI), the Marine Biological Laboratory, U.S. Geological Survey, National Marine Fisheries Service, the Woods Hole Research Center, and the Waquoit Bay Natural Estuarine Research Reserve. Programs which have been developed include:

- **Partnerships Advancing Learning of Math and Science (PALMS).** With funding from the Massachusetts Department of Education and the National Science Foundation, Bourne, Falmouth, and Mashpee have developed an innovative partnership between the schools and area businesses, research institutions, higher education, and residents. Mashpee teachers, after attending a course at the Marine Biological Laboratory, will integrate their new knowledge into teaching curriculum on microbiology.
- **Woods Hole Science and Technology Partnership (WHSTP).** The activities of the WHSTP are varied, but like PALMS, the organization is devoted to drawing on the community to promote science and math curriculum. The Partnership has held science fairs, established a science and technology week, organized laboratory tours for area faculty, sponsored faculty seminars on science curriculum, and prompted lectures on use of the Internet. WHSTP also fostered the creation of a mini-grant program with funding from local technology businesses that enables teachers to pursue research topics of benefit to classroom instruction of science.

While general resources are available for meeting resident needs in adult education, the Cape lacks some specialized training programs and the presence of a four-year higher educational institution. The Cape Cod region has many institutions, organizations, and programs devoted to the education and training of Cape residents. While Cape Cod Community College (CCCC) is the central education and training institution for Cape residents, it is complemented by a number of programs and institutions:

- Falmouth Night School
- Job Training and Employment Corporation
- Travel Education Center
- Northeast Maritime, Inc.
- Massachusetts Maritime Academy
- Woods Hole Oceanographic Institute
- Elder Services of Cape Cod
- Fisher College Division of Continuing Education
- UMass classes at Woods Hole Oceanographic Institute
- Cape Cod Regional Technical High School
- Upper Cape Regional Technical High School

Cape Cod Community College also plays host to institutions that provide graduate degrees primarily in fields of use to Cape educators. With the exception of Massachusetts Maritime Academy, which offers a highly specialized college degree, there are no permanent institutions devoted to four-year baccalaureate education on Cape Cod. There is much interest within the educational and business communities in attracting a four-year college that would further complement the existing educational resources.

A separate but related issue is the lack of specialized technical training. A number of organizations have noted marine and environmental technologies as emerging industries on the Cape. In addition, the software and telecommunications industry is a small but important employer for the region.

As the Cape's tourist economy has enabled restaurants to flourish, there also appears to be unmet demand for advanced culinary training. Cape Cod Community College has responded to this need with a hotel and restaurant management degree and Cape Cod Regional Technical High School offers a culinary arts program. However, neither of these programs would prepare students for high-level placements as chefs. A Job Training and Employment Corporation (JTEC) representative also pointed to advanced culinary training as a problematic gap in the Cape's existing resources.

Cape Cod Community College (CCCC) is a critical resource for residents and businesses. Cape Cod Community College is Cape Cod's primary educational resource. With a relatively thin infrastructure of

basic education and post-secondary education in the region, CCCC has developed an array of programs aimed at meeting a broad spectrum of needs., from basic reading, math, and GED classes to Masters degrees from guest institutions. CCCC has developed programs to meet the needs of the retirees living on the Cape as well as highly customized training to meet employers' workforce development needs.

CCCC offers a number of associate degrees that prepare students for specific vocations, including Accounting, Computer Information Systems, Construction Technology Management, Criminal Justice, Dental Science, Early Childhood Education, Fire Science/Emergency Medical Services, Horticulture, Hotel/Restaurant Management, Management, Nursing, Office Technology, and Retail Management. In addition to the classroom programs, CCCC has an effective Center for Business and Industry (CBI) that develops customized training for businesses, including supervisory training, stress management, communication skills, computer software training, business law, and English as a second language. The majority of beneficiaries of CBI's customized training have been larger employers. Small businesses may choose to send employees to existing CCCC classes or the management training offered by CBI, but financial barriers as well as a lack of awareness about CBI programs keep small businesses away.

In addition to the customized employer training, CBI offers a Certificate of Management Program developed in conjunction with the American Management Association (AMA). The courses are geared to working professionals either currently employed as managers or looking to gain the skills needed to move into management. CBI has added other Certificate programs in Sales and Service, and Municipal Service.

The Job Training and Employment Corporation (JTEC), which supports training for the poor and unemployed, is a critical training resource for the Cape, but its success is limited by the availability of quality jobs on the Cape and its ability to respond quickly to changing employment needs. JTEC is contracted by the Cape Cod and Islands Regional Employment Board to administer the region's training funded through the federal Job Training Partnership Act. For people meeting income requirements or who have lost their job and have little hope of returning to the same industry or occupation, JTEC uses federal funds for training at no cost to the individual. JTEC provides the following services:

- Vocational Assessment
- Individualized Career Planning
- Academic Instruction
- GED Preparation
- Skills Training
- On-the-Job Training
- Job Search Instruction
- Resume Writing
- Interviewing Skills
- Job Placement Assistance

While JTEC deserves credit for trying to implement some innovative training, such as entrepreneurial training and apprenticeships in aquaculture, it is criticized by some for not being responsive enough to industry needs. Most of the training is focused on certified nurses aides and entry-level food preparation workers. In part, this is a reflection of the types of jobs available on the Cape. In addition, job trainers appear to be inadequately prepared for new and potentially specialized areas of job growth.

Technology and Higher Education Resources

The Town of Mashpee has an unusual array of technology resources in the area--UMass Dartmouth, Woods Hole Oceanographic Institute, The Massachusetts Maritime Academy, The Marine Biology Lab, and Waquoit Bay Estuarine Research Reserve. While not located in Mashpee, these technology resources are critical potential resources to the businesses and residents of the Town in the following ways:

- **Employment at institutions:** These provide many jobs in the surrounding region. For example, WHOI alone employs 830 people from the Falmouth and Upper Cape area. While many of the jobs are high-level scientists and engineers, there are also many administrative and technical jobs.

- **Indirect economic benefits:** Even if the jobs are not held by Mashpee residents, the employees of these institutions living in the region buy goods and services from businesses located in Mashpee. In effect, they add considerably to the retail market potential in Mashpee.
- **Commercialization of technology and business spin-offs:** Research institutions often are a source of spin-off businesses, the majority of which tend to remain in close proximity to the institution. For example, about 35 marine electronics firms have been started by engineers and scientists at WHOI, and almost all have stayed in the greater Falmouth area. There have also been spin-offs related to the Marine Biology Lab. These companies also generate jobs in the community.
- **Technology transfer:** Research institutions can provide local companies with access to relevant technology to improve their business operations. For example, WHOI and UMass Dartmouth provide technical advice to companies in the marine electronics industry.
- **Community partnerships:** The research institutions are a valuable resource for enhancing overall community life in the region. For example, virtually all have been involved in addressing environmental issues around Buzzards Bay, and have worked with local schools to build the science curriculum through Partnerships Advancing Learning in Math and Science.

The Environment Technology Center at the Mass Military Reservation will add to this resource base.

The lack of technology companies, as well as the lack of the technology transfer culture at these institutions, has limited their economic impact on Mashpee and surrounding communities. While many research institutions have embraced the concept of technology transfer and commercialization, the major institutions in the region, most notably WHOI, have not. With the exception of UMass Dartmouth, their emphasis remains on basic research, and only in rare instances do they actively seek out relationships with industry or communities.

The University of Massachusetts at Dartmouth, provides residents and businesses of Mashpee with critical resources. As noted, there is no university located on the Cape that offers four-year degrees or graduate training. However, residents and businesses do have access to centers of technological strength often found in a university, and access to nearby institutions that offer residents and businesses resources.

Bridgewater State College offers students a choice of more than 100 undergraduate and graduate programs, including fields such as management science, aviation science, communication, teacher education, computer science, art, music, social work, psychology, and the biological, physical, and chemical sciences. Among the college's resources most directly involved in regional economic development are the following:

- **John Joseph Moakley Center for Technological Applications.** Associated with one of the most advanced computing and telecommunication facilities in the country, the Moakley Center's Business Advisory Council works with college leadership to help plan employee training and product development programs for companies and organizations interested in technology. Two computer laboratories in the Moakley Center offer access to sophisticated technology resources, and state-of-the-art television and satellite facilities offer businesses in the region first-rate teleconferencing. The Center also tests technological approaches to learning in grades K through higher education.
- **Earth Sciences and Geography Department.** Faculty in this department provide assistance to businesses and communities in several areas.
- **Department of Economics.** Faculty expertise in this department centers on issues related to the workforce, including labor supply and skills base. Faculty can also offer assistance to communities that are looking at transportation costs and new transportation systems.
- **Department of Management Science.** A broad range of accounting, marketing, advertising, sales, entrepreneurship, and small business development expertise exists among the faculty in this department. For more than a decade, faculty and students have worked directly with large and small companies and organizations throughout the region and provided assistance in these areas.

Finance

The availability of appropriate sources of business financing is critical to sustaining the economy of Mashpee and greater Cape Cod. Capital is an essential ingredient in every phase of the development of a business enterprise, from startup, to expansion, to maturity. Mashpee must be concerned about the ability of its businesses to access the financing that they need.

The regional banking market is moderately competitive; many banks operate in the area and there is a mix of regional and local banks. However, a number of the banks that are active in the area are savings banks that have not traditionally been active commercial lenders. Despite the consolidation that has occurred in the banking industry, the community is still served by a mix of banking institutions, including locally-owned and large “superregional” institutions. There are 13 commercial banks and savings institutions with offices operating in the Cape Cod market. Five institutions--Bank of Boston, Cape Cod Five, Fleet Financial Group, Cape Cod Bank and Trust, and Citizens Bank--control about 70 percent of local banking deposits. The diversity of banking organizations operating on the Cape affords borrowers a number of options in seeking credit. Different types of banks typically fill different market niches in terms of size and types of borrowers. Differences in market focus, lending procedures, and “banking culture” provide more opportunities for borrowers to find banks that mesh with their particular characteristics.

Small businesses in Mashpee must go to Falmouth, Hyannis, or Sandwich to meet most of their financing needs. A recent analysis of small business lending by commercial banks completed by the SBA ranked Cape Cod Bank and Trust third in the state of the most “small business friendly” banks, providing some evidence that small businesses have access to local banks that are trying to fill the small business niche. Within the Town of Mashpee are Fleet, Cape Cod Five, and Plymouth Savings Bank.

As in other parts of New England, capital availability was severely constrained during the past recession.

The regional banking market has experienced substantial institutional restructuring. In part as a result of bank failures, and in part because of the longer-term trend toward banking consolidation, a number of banks in the region have experienced ownership changes during the past decade. Such changes can lead to short-term disruptions in lending activities and long-term shifts in lending policies and procedures. As new management takes over, there may be cutbacks in lending as management seeks to become familiar with the local banking market. In some cases, new management is accompanied by changes in the industry or size mix of the loan portfolio, lending procedures and the focus of loan decisions.

New financing programs being developed by the Economic Development Council will fill some of the financing gaps in Mashpee, particularly in the microloan market. Businesses in Mashpee have access to a wide range of federal, state, and regional resources designed to address financing gaps. The following state financing programs are available to firms in Mashpee.

- **Secured debt financing** through Massachusetts Industrial Finance Agency (MIFA) Industrial Revenue bonds, Massachusetts Government Land Bank industrial real estate financing, and the new Capital Access Program.
- **Equity or high-risk debt financing** through the Massachusetts Technology Development Corporation, the Massachusetts Capital Resource Company, and the Land Bank’s New Emerging Technology Fund.
- **Targeted financing** through the Massachusetts Community Development Finance Corporation (minority- and community-based ventures), the Massachusetts Government Land Bank (reuse of surplus government properties), and the Massachusetts Industrial Services Program (defense conversion and general restructuring).

- **Microenterprise:** The Cape and Island Economic Development Corporation has received funding to create a microenterprise loan pool targeted to Mashpee, Bourne, Sandwich, Falmouth, Dennis, Martha's Vineyard, and Nantucket.

The availability of financing appears to be of serious concern to the general business community. Ten percent of those surveyed by Mashpee's Economic Development Partnership Committee report that the financing of plant and equipment was the most serious problem facing their firm, and 20 percent reported that it was one of the three most important problems. When asked to rate Mashpee as a place to do business, 23 percent noted that the availability of bank loans was a negative factor, and 36 percent noted that the availability of risk capital was a negative factor.

Barriers exist for particular types of firms, particularly very small firms. Smaller firms have difficulty obtaining small amounts of financing--under \$25,000, and particularly under \$10,000, because commercial loans of less than these amounts are not cost-efficient for most banks.

Risk capital is available to firms meeting the criteria of the venture capital industry, but is in short supply to firms needing small amounts of risk capital. Bankers and development finance professionals indicate that there is a limited amount of venture capital activity in the region from Boston- and Providence-based venture firms. This activity, given the investment preferences of venture capitalists, is likely to focus on very high-growth, technology-oriented companies needing at least \$500,000 in financing. Firms needing smaller amounts of financing have very limited access to risk capital.

Infrastructure and Land Use

With the Mashpee economy dependent on seasonal employment and retail sector jobs, there is a strong interest in diversifying the Town's economic base and creating better paying year-round jobs to benefit low- and moderate-income residents. Mashpee is also concerned with determining the best economic use, consistent with Town goals, of its limited amount of commercial and industrially zoned land. This section analyzes how well Mashpee's infrastructure and real estate resources position the Town for industrial expansion, and assesses potential opportunities for industrial and commercial development.

While Mashpee has a high quality of life and unique assets, its industrial and commercial development potential is strongly tied to the overall Cape Cod economy. The growth of industrial firms generates the demand for industrial real estate. Overall employment, tourism, and residential growth on the Cape generate demand for commercial and retail space, and these sources of economic activity shape real estate demand that is concentrated in residential and retail development. With a modest manufacturing economy, demand for industrial real estate will be limited. Mashpee's economic development strategy must take a balanced approach that maximizes opportunities from the stronger retail and service sectors.

Mashpee faces stiff competition from other communities when it comes to attracting firms willing to locate off Cape Cod. Mashpee, like all Cape communities, is located in a sensitive environmental region where infrastructure is limited and costs are greater than for communities off Cape. These costs and limitations are most problematic for industrial firms facing location decisions. Major limitations and disadvantages of Cape Cod for these manufacturing firms include:

- relatively poor access to the interstate highway system for much of the Cape and poor traffic conditions during the summer;
- absence of sewer service in most locations;
- limited road capacity and congestion; and
- limited freight rail service and major air freight service.

While these problems are not insurmountable for firms interested in relocating to the Cape, it means that traditional locational factors--cost, infrastructure, and transportation--will probably not be as effective a method of business attraction as they would be in other locations. Mashpee's success, therefore, will depend upon identifying and growing firms that need to be, or have a strong desire to be, on Cape Cod. For firms that focus on an intra-Cape Cod locational decision, these disadvantages are not relevant.

Mashpee is in a strong competitive location for industrial, commercial, and service firms making a locational decision on Cape Cod. Mashpee's transportation access is good relative to most Cape Cod communities. It is close to the Bourne and Sagamore bridges and is centrally located for access to Cape Cod. It is served by Route 28, a major east-west route, and Route 130 which connects to Route 6 at Exit 2. Mashpee's location, midway between Falmouth and Hyannis, Cape Cod's largest commercial and population centers, may be attractive to businesses.

While transportation access is good, road capacity is a major long-term infrastructure issue for Mashpee. All of the Town's major arteries, Route 28, Route 151, and Route 130, are two-lane roads that have limited capacity to support an increasing number of vehicle trips. A traffic analysis prepared for the Town by Vanasse Hangen Brustlin Associates, based on Mashpee growth projections for 2004 and for full buildout, indicates that widening of Route 28, Route 151, and portions of Great Neck Road would be required to support the increased traffic load projected. One finding from the traffic analysis is that commercial and industrial development is the major contributor to increased traffic.

Transportation management and capacity are a challenge that Mashpee must address to support substantial new commercial and industrial development. An effective long-term mitigation strategy, minimizing environmental, fiscal, and economic impacts of expanding Mashpee's transportation capacity, will require a multifaceted approach that includes road improvements, increased use of bikes, public transportation and car-pooling, trip reduction activities, and regional traffic reduction initiatives.

The Mashpee Water District has plans to assure sufficient water capacity for the Town well into the next century.

The lack of sewer service continues to be a serious constraint to development within the Town. When commercial or industrial development sites are located in marine embayments with overloaded levels of nitrogen, special wastewater treatment efforts are needed to prevent further nitrogen loading. According to the Cape Cod Commission, wastewater denitrification technologies for a 10,000-square-foot building cost \$7,000 to \$12,000. For large-scale development, more extensive and expensive wastewater treatment is necessary.

High energy costs affect the competitiveness of the Cape as a development site for energy intensive industries. Natural gas services are provided through Colonial Gas and electric service through Commonwealth Electric (ComElectric). ComElectric's rates are among the highest in New England and put the Cape Cod region at a competitive disadvantage. ComElectric does offer an economic development rate that reduces electric rates for new investment or expansions and a lower rate for reuse of vacant buildings. This rate reduction is quite substantial, beginning at 58 percent and rising to the full rate over seven years. A 25 percent rate reduction applies to reuse of vacant buildings. These discounts should be widely advertised to new and expanding firms.

The telecommunications infrastructure on Cape Cod, and within the Town of Mashpee, will require upgrading to take full advantage of opportunities related to information-technology related businesses. Telecommunications services are particularly important for Mashpee to attract high technology companies and promote telecommuting-based businesses. Unfortunately, NYNEX has been slow to upgrade Cape Cod's telecommunications infrastructure to support the current standard for high-quality telecommunications service--ISDN (Integrated Services Digital Network). ISDN provides multiple channels for the transport of

voice, data, and visual signals, is far faster than traditional cables, and can support advanced applications such as video-teleconferencing. Only two of NYNEX's 19 central Cape Cod offices have digital switching equipment. A company must be able to hook up to an ISDN line at one of these two locations to obtain ISDN service; thus, availability depends on a business' location.

If the Town is concerned with expanding its non-residential tax base, retail development offers greater potential than industrial development. Due to market factors, further development of retail activity in Mashpee is more likely than significant growth in office or industrial development. Mashpee, near the Cape's major population centers, is well located for retail development. Employment trends demonstrate the importance of the retail sector to Mashpee, and a review of new construction in Mashpee and surrounding towns since 1994 shows that retail use is the basis for a large share of new development.

Mashpee Commons is by far the most significant retail development in the Town, with 156,000 square feet of developed space and permits for a total of 300,000 square feet. Among the 70 retail stores located at Mashpee Commons, 55 are small stores. Mashpee residents own 27 of these small stores, which suggests that Mashpee Commons provides business ownership opportunities to Town residents that serve as an economic development focus. Mashpee Commons serves a large retail trade area that extends, by the owner's estimates, into Sandwich, East Falmouth, North Falmouth, and Centerville. The ability to draw population from a 10- to 20-mile radius may attract other retailers to Mashpee and potentially increase traffic and sales for local business.

The development of attractive, quality office space is essential for Mashpee to capture employment in Cape Cod's growing economic sectors. The office market, while weaker than retail, is an important real estate opportunity for Mashpee. The major growing sectors of the Cape and Mashpee economies are office users, and Mashpee can potentially increase its share of this growth by providing attractive, quality office space. Services and finance, insurance, and real estate (FIRE) accounted for one-third of Mashpee's employment base in 1993. Cape Cod's emerging high technology economy is concentrated in firms requiring office space, including software, computer services, and consulting firms.

Mashpee has the potential to be an attractive location for such users due to its quality of life, attractiveness, and lower congestion. The commercial center around the Route 28 and Route 151 rotary and New Seabury are the strongest locations for such future development. The amenities provided in these locations should be attractive to these firms and their employees. Mashpee should encourage mixed-use development including that which combines office and retail use to enhance potential leveraging of office development from its stronger retail sector.

With new ownership and a good location, the Mashpee Industrial Park represents the Town's best site for future industrial growth. Of Mashpee's three industrially-zoned areas, the best development opportunities are along Route 28 south of the rotary, including the Mashpee Industrial Park (MIP). The location, existing improvements, and commitment of new owners make the Mashpee Industrial Park the logical focus for expanding industrial development. Mashpee's three industrial areas include:

- the Echo Road area off Route 130;
- the Mashpee Industrial Park area on Route 28; and
- the Augat plant and Bowdoin Road area on the eastern end of Route 28.

The Echo Road area has a modest amount of development and a fair amount of vacant land. While it is the closest industrial area to Route 6, it is not served by Town water and its appearance and mix of uses may dampen its appeal to higher-end industrial users. The Bowdoin Road area is almost fully developed with construction, retail, and wholesale users; only a few acres are available. On the other hand, the Mashpee Industrial Park site is well located on Route 28 in close proximity to the rotary, is served by Town water, and is subdivided with a road serving the site. Over 30 acres remain undeveloped.

Mashpee faces a relatively competitive market for industrial development even within the Cape. A recent industrial land survey by the Cape Cod Commission identified 432.2 acres of industrially-zoned land outside of water protection districts. Existing industrial parks in Bourne, Falmouth, Hyannis, Mashpee, and Sandwich have 201 acres of industrial land inventory. The small manufacturing base and the Cape's disadvantages for most manufacturers all contribute to this weak industrial real estate market. However, since park owners acknowledge that they have not actively marketed their properties, recent sales activity may understate the full potential.

Institutional Resources

The institutional capacity of Mashpee to undertake economic development activity is a critical resource in efforts to promote economic opportunities for low- and moderate-income residents. Communities around the U.S. have built effective organizations which assist in the economic development process. Cities and towns have established redevelopment authorities, economic development commissions, local development corporations, and community development corporations.

The Town of Mashpee is increasingly seen as one of the communities on the Cape most open to economic development activity as long as it conforms to its environmental standards. This has led to improvements in the Town's image as being supportive of business.

- An Economic Development Coordinator was hired to address economic development in the Town.
- The Town's Economic Development Committee has been innovative and, in a very short timeframe, has created a commercial and industrial property database, placed signs in the community, developed a web site on the Internet, and has developed an employment pool of Mashpee residents.
- The Town has developed a guide for business that clearly details the permitting process in the Town. This guide represents an example of how the Town has streamlined its permitting process.
- The Town has successfully worked with Cape Cod Coffee on its effort to access state financing through the Massachusetts Community Capital Fund.
- The Town has successfully applied for a range of state grants including the Economic Development Partnership program grant that funded the Mt. Auburn Associates strategic planning study.
- The Town has successfully coordinated the sale of the Mashpee Industrial Park and the establishment of a public / private partnership between the new owner and the Town.
- The Mashpee Chamber of Commerce has grown to over 200 members in six years. While more retail-oriented than tourism-oriented, the Chamber has a strong relationship with the Town and has promoted the new arts center, instituted welcome signs, and put the Chamber on the Internet.

The diversity within the Town of Mashpee has led to a certain level of fragmentation that may affect the Town's ability to develop and implement a common vision for the community's economic future. Mashpee has both affluent and poor residents, retired residents who are concerned about the fiscal condition of the Town and the potential impacts of development, and many young, working families, concerned with jobs and education. The many second homeowners have different concerns than do the year-round residents. Residents with strong environmental concerns are often at odds with developers. Finally, unlike many other Cape communities, it is also racially and ethnically diverse. This unique social and cultural context provides the Town with both opportunities as well as barriers to future development.

The Mashpee region has many organizations that are involved in economic development, including:

- **The Cape Cod Economic Development Council (CCEDC)**
- **The Cape Cod Commission.** The Regional Plan developed by the Commission established economic development goals that include encouraging businesses compatible with the Cape's strengths, locating new development appropriately, and encouraging year-round employment opportunities. Its economic development staff has been involved in a wide range of projects including the creation of the Heritage Tourism programs, the development of a business statistics database, and the development of an inventory of available land for clean, light industry, and assistance to local communities, businesses, and other organizations.
- **The Southeastern Massachusetts Manufacturing Partnership.** SMMP is one of five regional programs in Massachusetts designed to enhance the competitiveness of the state's industrial base. The program is administrated by the Bay State Skills Corporation and targets small- and medium-sized manufacturing firms in Bristol, Plymouth, Barnstable, Dukes, and Nantucket counties. Project managers work with firms to assess needs, identify problems and opportunities, and then develop a comprehensive plan to help participating companies.
- **Entrepreneurial Training of Southeastern Massachusetts.** The ET program is an initiative of the Southeastern Massachusetts Manufacturing Partnership. The program offers training to dislocated workers on how to start and operate a business. Classes are held in nine-week cycles and they include instruction and practical exercise in the fundamentals of owning a business. At the end of the session, students have completed a comprehensive business plan designed to take a business idea and make it operational.
- **The Cape Cod Chamber of Commerce.**

Recommended Policies

The following identifies a set of recommended policies to be formally adopted by Town Meeting, which are intended to be expressed either through new or revised bylaws and regulations or through ongoing regulatory and other activities of Town boards and departments. They are intended to guide the process of achieving the goals and objectives described above.

1. That market forces should determine the nature of new businesses or business expansion in Mashpee, provided that the Town's environmental and planning standards are adequately addressed, but that the Town should develop and maintain sufficient information and expertise, along with a focused business development plan, to take maximum advantage of those forces for the benefit of the community.
2. To encourage the municipal and private use of goods and services produced by Mashpee residents and businesses.
3. To support and encourage the finfishing and shellfishing industries, including existing and new aquacultural enterprises, while ensuring that natural resources and environmental and visual quality are preserved and that conflicts with recreational uses are avoided.
4. To encourage agricultural businesses, including greenhouses, cranberry growers, farmers' markets and farm stands, provided that any adverse impacts on residential neighborhoods and the environment are minimized.
5. To encourage marine-based commercial activities where compatible with environmental protection goals and with the surrounding neighborhood.
6. That resource-based economically productive areas, including properly managed cranberry bogs and other agricultural land, harbors, fishing grounds and spawning areas, shellfish beds and recreational areas should be maintained specifically for those uses.
7. To identify and encourage enterprises with the greatest economic potential for the Town and to work with all appropriate organizations to promote those activities which would help achieve the Town's goals.

8. To encourage an attractive community image through beautification programs, signage, landscaping and architectural guidelines, protection and planting of street trees and attractive roadside vegetation and other features, high levels of maintenance on public and private properties and similar efforts.
9. To encourage tourist-related businesses and activities that provide low-impact outdoor recreational use of our natural areas, enhance the natural and cultural qualities of the Town and promote year-round economic activity. Such activities include, but are not limited to, museums, art, theater, music and natural recreation areas.
10. To work with the Wampanoag community to improve local economic conditions and to support tribal-based economic development activities.
11. To improve and protect roadways serving commercial and industrial areas both through appropriate reconstruction and maintenance and through strict limitations on uncontrolled roadway access.
12. To encourage communication and active cooperation between Town officials and business associations in order to develop plans and facilities geared to recent and emerging market demands, to improve signage and the visual quality of new and existing commercial development, to resolve public / private conflicts and to foster appropriate and sustainable economic development activity.
13. To maintain clear and straightforward approval procedures for new businesses while ensuring that all applicable regulations are complied with and that Mashpee's character and environment are properly protected.
14. To ensure that commercial and industrial developments do not adversely affect traffic facilities, water supply and quality, Town services, Town finances, the visual environment or our natural resources.
15. To require high standards of site design and architectural quality for commercial and industrial facilities throughout the town.
16. That any proposed new development should be evaluated with regard to its economic impact relative to net full time job creation, occupational and salary opportunities for local workers, desired services and / or products provided, and the Town's economic development goals.
17. To orient the Town's business development activities toward those businesses that provide well-paying permanent year-round jobs, which match the available skills and experience of Mashpee residents, or which provide employment training opportunities for town residents.
18. To favor economic development activities that will employ existing residents rather than increase population growth pressures.
19. To support sound public education and other training programs and encourage the development of new programs to help students and adult workers adjust to emerging technologies.
20. To encourage the employment of minorities, the disabled, elderly, unemployed and underemployed persons in permanent positions.
21. To encourage high-income home-based employment such as that made possible by advances in computer and communications technologies, including, among others, consulting, direct-mail business, home-based business, arts and crafts.
22. To sponsor or encourage and support special events and activities that will increase economic activity and enhance the quality of life of Mashpee's residents.
23. To recognize the Town's significant reliance on retirement incomes and encourage commercial and service uses which cater to senior citizens.
24. To encourage the development of health care and related facilities in Mashpee.
25. To encourage the reuse and rehabilitation of existing buildings to accommodate residential, commercial and industrial activities consistent with preserving the Town's natural environment and historic character.
26. To assist in the marketing of commercial and industrial properties as appropriate.
27. To assist in securing financing, where appropriate, for new businesses or expansions which will help achieve the Town's goals and objectives.
28. To consider the provision, in appropriate cases, of special tax assessments, tax increment financing or infrastructure betterment arrangements for new businesses or expansions consistent with the Town's goals and objectives, including designation of Economic Opportunity Areas in addition to that approved for the Mashpee Industrial Park.

29. To encourage the establishment or expansion of environmental, biotechnology, marine technology, electronics and software businesses in Mashpee.
30. To oppose and discourage the development of any gambling casino on Cape Cod because casinos produce stresses on the region's environment, its limited transportation infrastructure and economy.
31. To oppose and discourage the location or continued operation of any "adult" businesses in Mashpee in a manner consistent with the provisions of state and federal laws.
32. To encourage the use of local suppliers and the employment of local contractors and minority and women contractors on local construction projects.

Action Plan

Short-term (first 6 months)

- **Formalize the Economic Development Committee.** Town meeting should adopt a formal bylaw defining the Committee's membership, organization and responsibilities.
- **The EDC should form a Marketing Subcommittee to undertake the following tasks:**
 - begin work on developing marketing materials;
 - plan a summer expo and displays at summer festivals and performances oriented towards tourists and non-resident taxpayers; and
 - begin discussions with Internet providers on adding information to the Mashpee Web site.
- **The EDC should form a Business Outreach Subcommittee and make initial contacts with major employers.**
- **The Economic Development Committee and its staff should continue to meet with the owners of the Industrial Park to discuss priorities and opportunities for collaboration**
- **The EDC should call a meeting of all relevant actors in order to start the process of creating a Tourism Coordinating Council.**
- **The EDC should initiate the formation of an interdepartmental task force on aquaculture.**
- **The Planning Department should:**
 - meet with the Cape Cod Center for the Environment and a Sustainable Economy to review its progress on the eco-resort and to discuss potential ways to collaborate;
 - work with the owners of the Mashpee Industrial Park to develop design guidelines for new development in the Park; and
 - sponsor a forum or focus group on retailing in Mashpee to better understand the interests and needs of residents.
- **Town Meeting should define regional, village and industrial growth / activity centers as part of the Land Use & Growth Management element of the Comprehensive Plan in order to focus economic development activity in appropriate areas.**
- **The EDC should form an Education and Training Subcommittee that**
 - holds a forum with the business community to discuss curriculum and school-to-work projects; and
 - meets with new high school staff on developing entrepreneurial training and environmental curriculums.

Next Steps (6-12 months)

- **The Marketing Subcommittee should:**
 - send out brochures and mailings to non-resident taxpayers;
 - put additional marketing material on the Mashpee Web site;
 - advertise in Cape Cod magazines over the summer;
 - identify potential sites for a culinary institute and / or satellite campus of a college or university and send out letters to targeted schools; and
 - explore state funding for a feasibility study for a speculative building and / or telecommuting center at the Industrial Park.
- **The Aquaculture Task Force should sponsor its first quarterly forum on aquaculture.**
- **The Executive Secretary should implement steps related to streamlining the permitting process.**
- **The Planning Department should:**
 - develop explicit development guidelines for retailing; and
 - organize a meeting of residents and organizations that might be interested in forming a Community Development Corporation (CDC).
- **An Enterprise Development Subcommittee should be formed to begin work on designing a retail business development and assistance program, more appropriate regulations for home-based businesses and workers and joint projects with the Tribal Council on enterprise development.**
- **The Business Outreach Subcommittee should work with existing businesses on energy costs, develop a strategy around deregulation and sponsor a meeting on business training needs.**
- **The Tourism Coordinating Council should pursue funding for a half-time staff person and develop relationships with other organizations on the Cape involved in tourism.**
- **The Aquaculture Task Force should**
 - implement a public awareness campaign around aquaculture;
 - develop a brochure on the Town's stance on aquaculture;
 - work with the Wampanoags on funding of their proposed aquaculture initiative;
 - recruit volunteers to help with municipal propagation efforts; and
 - meet with the Town of Falmouth to develop collaborative ventures.

Year 2-5 Activities

- **The Economic Development Committee should sponsor a regional meeting on technology transfer and commercialization.**
- **The Tourism Coordinating Council should**
 - develop packages that focus on eco-tourism;
 - do educational work and fundraising to support the National Wildlife Refuge and development of a Refuge visitor center; and
 - identify a site for a new hotel and actively market the site to appropriate actors.
- **The Planning Department should:**
 - provide continued support to efforts to form a CDC; and
 - inventory important marine and environmental areas where there are potential problems and opportunities.
- **The Marketing Committee should:**
 - pursue contacts with potential entrepreneurs and businesses interested in the community; and
 - continue its outreach and advertisement campaign.
- **The Aquaculture Task Force should map out Mashpee waters to identify potential aquaculture sites.**
- **The Enterprise Committee should:**
 - develop an entrepreneurial mentoring program;

- work with the Wampanoag Tribal Council on efforts to promote horticulture and hydroponics farming.

Recommended Long Range Plan

The Plan's recommendations revolve around five key strategies: 1) building local capacity for economic development, 2) promoting new commercial and industrial development that conforms to the Town's environmental standards, 3) building on Mashpee's existing economic strengths, 4) developing alternative employment options for Mashpee residents and 5) ensuring that Mashpee residents benefit from regional economic activity and that the workforce development needs of local businesses are met.

Strategy #1: Build Local Capacity for Economic Development

- A. The Town should augment the membership of the EDC so that it represents a broader segment of the Mashpee community.
- B. The Town should try to be a catalyst for promoting the development of a community development corporation (CDC) in Mashpee.
- C. The Economic Development committee should sponsor quarterly forums that bring together environmentalists with the business community to address areas of potential cooperation and mediate potential areas of conflict. Two immediate subjects for such forums are alternative wastewater systems and aquaculture development
- D. The Town should take steps to further streamline the permitting process by including a permitting review process as part of its computer network, developing a checklist for developers and appointing a single individual to coordinate reviews on a specific project.
- E. The Town should develop a visitation program that seeks to support local businesses.

Strategy #2: Promote New Commercial and Industrial Development That Conforms to the Town's Environmental Standards

- A. The Town should recruit new firms to the community as part of a balanced approach to economic development.
- B. The Town of Mashpee should work closely with the owners of the Mashpee Industrial Park on the development of a speculative building, on design guidelines and on marketing.
- C. The Town should develop an aggressive marketing effort that is oriented towards entrepreneurs and business owners rather than "industry" based.
- D. The Town should explore the feasibility of attracting higher educational institutions either individually or collectively to a site in Mashpee or a convenient upper Cape location.
- E. As a means of job creation, retail should not be Mashpee's priority project. However, to increase the local tax base, further retail development provides Mashpee with its best opportunity to address fiscal concerns. To maximize its potential, a retail business development and assistance program should be developed to help Mashpee residents pursue retail business ownership opportunities and strict guidelines should be developed that would discourage retailing deemed undesirable to residents.
- F. The EDC may want to add the development and funding of a long-term transportation capacity and management plan to its agenda, given its importance to future economic development.
- G. The EDC should publicize existing energy rate incentives and work with regional organizations on efforts to take advantage of opportunities arising from deregulation.

Strategy # 3: Further Build on Existing Economic Strengths

- A.** Promote the development of tourism activity in Mashpee that benefits Mashpee residents and fits their vision. Tourism that draws on Mashpee's cultural and environmental strengths should receive primary attention. Suggested actions include forming a tourism coordinating council, creating a half-time staff position to help support and coordinate tourism, developing packages that focus on ecotourism, supporting the Wampanoag Indian Museum as a key historical attraction, increasing efforts to secure a first-rate hotel for the Town, seeking to attract the environmental resort proposed by the Cape Cod Center for the Environment and a Sustainable Economy and integrating Mashpee into the promotion network of the Cape.
- B.** Promote the further development of aquaculture in Mashpee by creating an interdepartmental task force, orchestrating a public awareness campaign, developing a brochure summarizing the Town's stance on aquaculture and listing the areas in which aquaculture would not conflict with other uses, mapping Mashpee waters to determine what areas could be used as private aquaculture sites, developing an alliance with the Wampanoag tribe around aquaculture, participating in regional efforts to develop aquaculture training, involving school administrators and staff in a discussion about development of school curriculum around aquaculture, recruiting volunteers to assist with the municipal propagation efforts and exploring collaborative aquaculture ventures with the Town of Falmouth.
- C.** Take better advantage of the technology resources in the region by looking at the feasibility of developing a technology building in the industrial park, offering the new Mashpee National Wildlife Refuge as a real-life marine and environmental laboratory and promoting the development of a regional technology transfer organization on the Cape.

Strategy #4: Develop alternative employment options for Mashpee residents

- A.** Support home-based work opportunities and micro-enterprises.
- B.** Develop an entrepreneurial mentoring program.
- C.** Test the feasibility of establishing a very small incubator or telecommuting center as part of the speculative building being proposed at the Mashpee Industrial Park.
- D.** Create a system to promote home-based workers and address regulatory barriers to home-based work by facilitating a network of home-based workers and businesses using contract help, making available to Mashpee residents a list of companies that support telecommuting and examining existing regulations to understand how they impact home-based businesses.
- E.** Maintain a close working relationship with the Southeastern Massachusetts Entrepreneurial Training Program.
- F.** Work with Mashpee Commons, the Mashpee Human Services Coalition, the Mashpee Housing Authority and Cape Cod's Chapter of SCORE to encourage low- and moderate-income residents to participate in a pushcart program at Mashpee Commons.
- G.** Facilitate an arrangement between the Wampanoag Tribal Council and the Boston-based self-employment resource Cooperative Economics for Women.

Strategy #5: Ensure that Mashpee residents benefit from regional economic activity and that the workforce development needs of local businesses are met.

- A.** Recognizing the shortcomings of the existing education and training system, the EDC should take action to build local mechanisms that can improve communication between educators, businesses and economic development professionals.
- B.** The EDC should work with school administrators to design an informal school-business partnership program.
- C.** The EDC should coordinate a special round table discussion exclusively for the business community to discuss what curriculum and programs they would like to see the new high school implement.
- D.** The EDC can work with the high school to develop a shadow program for high schoolers.

- E.** The EDC should work with the new high school to implement an entrepreneurial training program for high school students.
- F.** The high school should appoint a staff coordinator to serve as the liaison with WHSTP and PALMS.
- G.** Promote curriculum development at the high school related to the environment and ecology that uses the critical environmental resources in Mashpee as an open classroom for learning and research. This could eventually lead to a specialized academy with in the new high school.
- H.** Support residents' efforts to enhance their education by expanding the local availability of GED courses, literacy classes and workplace math training.
- I.** The Town should utilize the high school as a center for community life and as a hub of learning for all ages.
- J.** The Town should work closely with any business interested in locating in Mashpee to ensure that its workforce needs are met and to ensure that, to the greatest extent possible, those jobs are filled by Mashpee residents.
- K.** Mashpee should collaborate with the Cape Cod Economic Development Council on the possibility of attracting a culinary institute to the Cape.