

GATEWAY HYANNIS

Hyannis Harbor Land Use Analysis
and Economic Development Strategy

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Table of Contents

Chapter 1	Project Overview
1:1	Introduction
1:3	Study Area
1:4	Approach and Team
1:5	Hyannis Village and Harbor Context
Chapter 2	Access and Connections
2:1	Regional Access, Gateways, and Traffic Circulation
2:4	Signage and Wayfinding
2:5	Transit and Bicycles
2:6	Recommendations and Next Steps
2:8	What-if-Scenario: Gateway Access
Chapter 3	Parking
3:1	Overview
3:4	Recommendations and Next Steps
3:4	Parking Strategies: Overall
3:6	Parking Strategies: “Bootlegging” and Private Lots
3:8	Parking Strategies: Garages
3:10	What-if-Scenario: Lewis Bay Garage
Chapter 4	Land Use and Development Opportunities
4:1	Existing Land Use and Water Dependent Uses
4:2	Regional Market Context
4:4	Key Opportunity Areas
4:6	Zoning and Historic Districts
4:8	Recommendations and Next Steps
4:8	What-if-Scenario: Ocean Street Hotel
4:10	What-if-Scenario: Gateway Development
Chapter 5	Infrastructure and Regulatory Requirements
5:1	Utilities and Flood Zone
5:2	Harbor and Water-Sheet Infrastructure
5:3	Regulatory Requirements
5:7	Recommendations and Next Steps
Chapter 6	Culture, Arts and Open Space
6:1	Culture and Arts Amenities
6:3	Open Space Network: Human Systems
6:4	Open Space Network: Natural Systems
6:5	Recommendations and Next Steps
6:6	What-if-Scenario: Cultural Trails
Chapter 7	Potential Funding Sources for Next Steps
7:1	Potential Funding Matrix
Appendix	Appendix
A:1	Stakeholder Participant List

Chapter 1

Project Overview

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Introduction

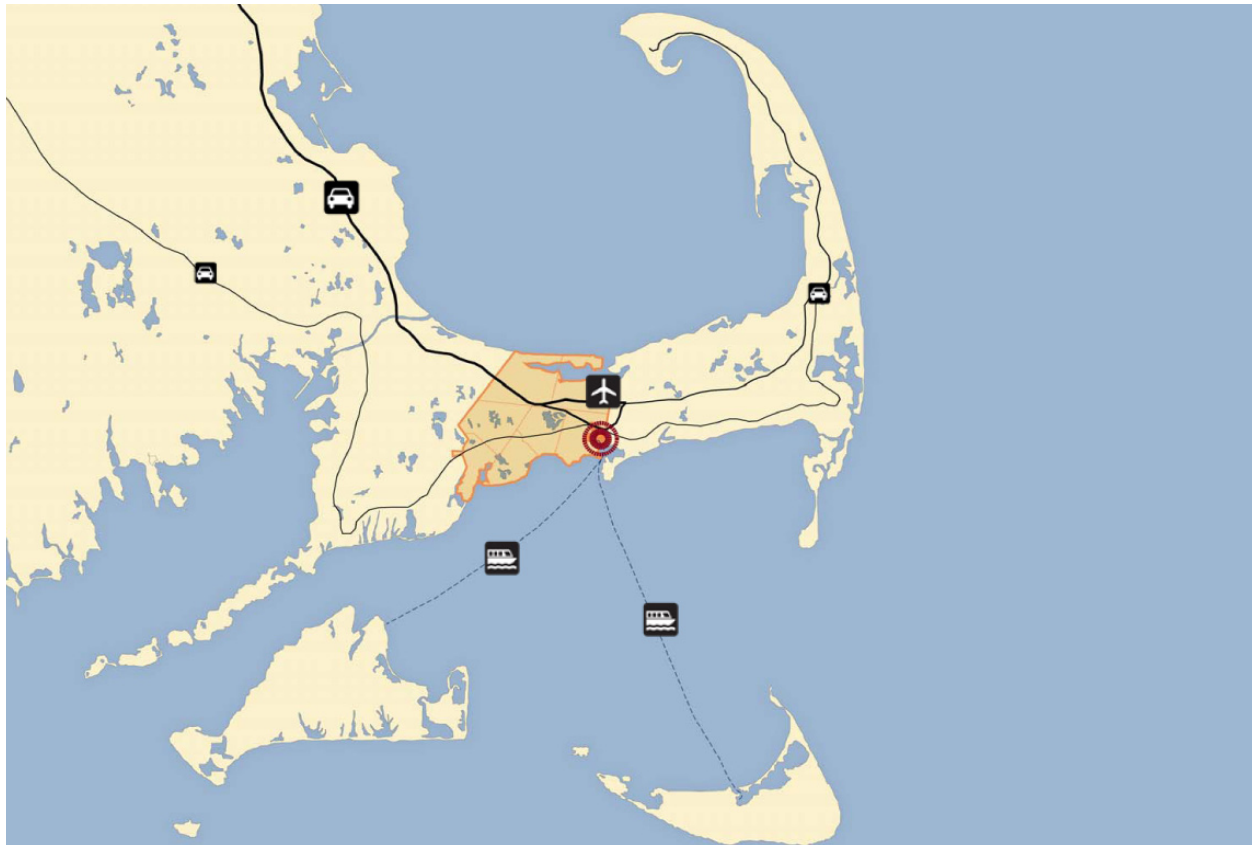
Hyannis Harbor is one of the region's most important assets both because the name is nationally recognized and because of the incredible overlap of uses and people that contribute to its vitality and latent charm. But the character of Hyannis Harbor can be improved with forward-thinking planning and economic development strategies. Since the harbor is the primary gateway between the mainland and Nantucket, development and land use has prioritized surface parking lots that are easily accessible to the ferries. The result is a current mix of uses that do not contribute to the broader economic development of the area. At the same time, the Hyannis waterfront is difficult to find and navigate for first-time visitors. Our analysis and recommendations synthesize

a development vision with recommendations for improving the flow of traffic into the waterfront area, as much to improve the brand of Hyannis as to make traffic patterns more logical and legible to visitors.

Principles and Objectives

Each of the economic development strategies recommended in this report seek to leverage the existing mix of people and economic drivers to effect positive change. As a result, the interests and purchasing power of island-bound and Cape visitors, year-round and seasonal residents, employees and patients of the medical center and associated medical practices, and employees of waterfront commercial businesses have all

Strategically located in the geographic center of Cape Cod, Hyannis and the Harbor Area are hubs of transportation, commerce, and culture for the region.



been considered when conceiving the plan. The recommendations not only harness the existing economic activities and patterns of use, they are also tied to a broader place-making strategy for the Hyannis waterfront. As a result, the team explored approaches that would lead to the following objectives:

- 1) Enhancement and expansion of the walkable downtown district
- 2) The elimination of the visual blight of surface parking lots
- 3) Enhancement of the historic seaside village character
- 4) The use of sustainable urban landscaping strategies

The recommendations in this report seek to position Hyannis as a unique gateway destination

and vibrant, mixed-use community with local, regional and national appeal. The branding of this report and the harbor area itself as “Gateway Hyannis” seeks to reinforce the most identifiable characteristic of the area while expanding the Harbor’s perceptual appeal and functionality. “Gateway Hyannis” is not only a place to park and catch the ferry, go to work or see a doctor. “Gateway Hyannis” must be enhanced as a destination to stay, shop, eat, play and learn.

Hyannis Harbor is located at the nexus of transportation, commerce, medical services, cultural, and tourism industries for the Cape and Islands region, but available programs, activities and events should be increased to serve residents, visitors and works.

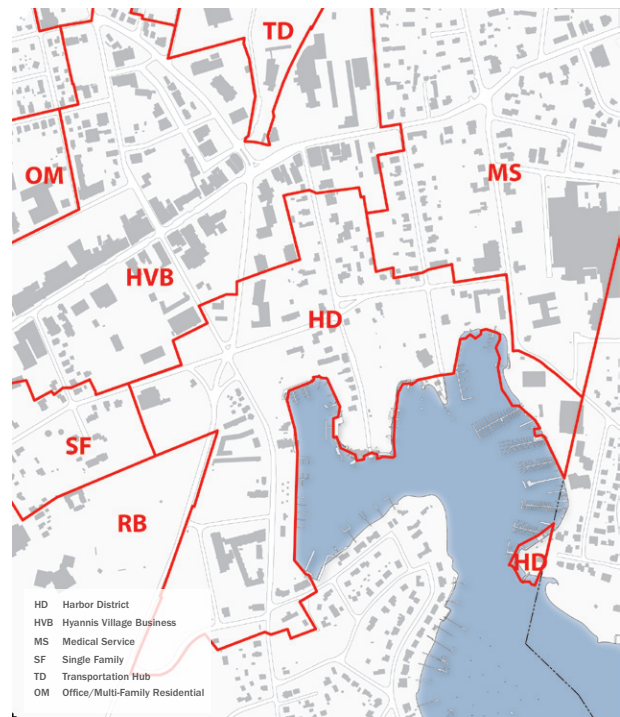
Gateway Opportunities

- > Expand role as regional gateway hub in greater transportation, cultural, service and commercial activities
- > Capture more activity and value from gateway role
- > Build upon existing assets as basis for expanded economic and cultural growth

Study Area

“Harbor Area” and Beyond

For this study, the Harbor Area, includes both the part of the village that faces the harbor (and is designated the Harbor District (HD) in the Town of Barnstable Zoning regulations) and that part of Main Street that can be more directly connected to the harbor front, both physically and perceptually, through smart planning. In addition, the study area includes the western face of Cape Code Hospital. In fact, a better symbiotic relationship between these three poles is fundamental to the future of growth of Hyannis.



Zoning: Harbor District

Expanded Study Area



Approach and Team

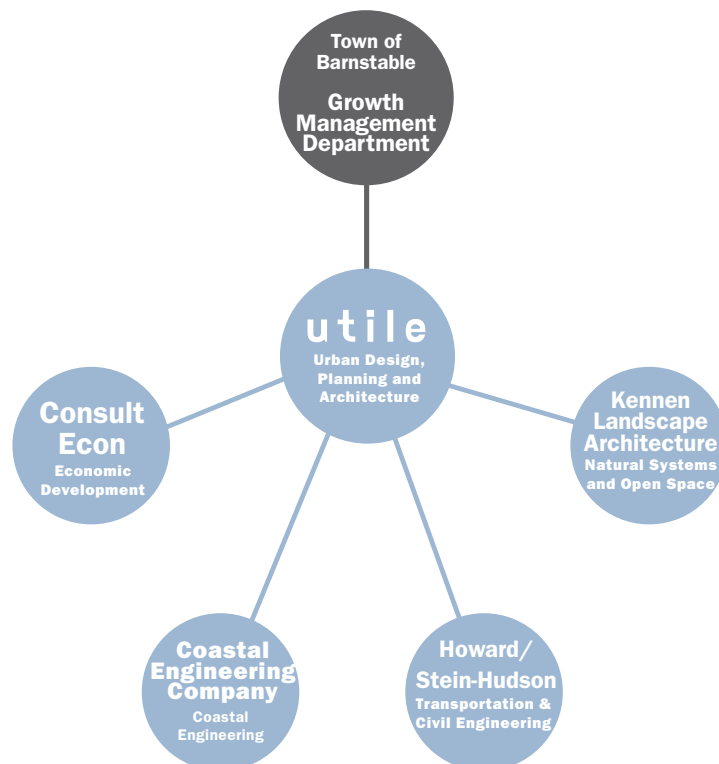
The planning study was led by Utile, Inc., an architecture and urban planning firm based in Boston. Given the range of issues that were tested and proposed, an interdisciplinary team worked with Utile, including ConsultEcon, a real estate and economic development advisory firm, Kennen Landscape Architecture, a landscape architecture firm; Howard Stein-Hudson, a transportation and civil engineering firm; and Coastal Engineering Company, a coastal engineering firm.

The planning was done in iterative steps through a series of informal discussions with the Town's Growth Management Department. A stakeholder charrette was held on October 14, 2009, and the charrette findings were reviewed with the Growth Management Department and staff at the Cape Cod Commission. Utile consolidated the concepts into a set of recommendations.

The report looks at economic development strategies through the lens of five interrelated topic areas:

- 1) Access and Connections
- 2) Parking
- 3) Land Use and Development Opportunities
- 4) Infrastructure and Regulatory Requirements
- 5) Culture, Arts, and Open Space

The plan is predicated on an analysis of existing conditions in each of these areas – leading to recommendations for specific improvements. Importantly, recommended improvements in one area yielded opportunities in others. For example, a consolidated parking management strategy can yield potential development sites through the elimination of waterfront parking lots. In certain specific cases, our recommendations have been augmented by what if scenarios that test specific development proposals and public realm improvements.



Hyannis Village and Harbor Context

Hyannis and the Harbor Area hold key positions in the region's economy. Hyannis contains important regional assets, including two ferry terminals with service to Nantucket and Martha's Vineyard, the region's airport, the Cape Cod Mall and other commercial areas on Route 132, and the primary hospital on Cape Cod. The hospital employs approximately 2,000 physicians and staff. Adjacent to the harbor area, Hyannis' Main Street is an important destination for shopping, dining, and entertainment. Main Street is mostly comprised of shops, cafes and cultural facilities that appeal to the visitor market. Some convenience oriented businesses and services exist to cater to local residents and workers. These assets contribute to the economic viability and visibility of Hyannis Harbor as a distinctive place and create opportunities for economic development synergies.

In addition to the ferry terminals and parking areas, other land side uses include commercial,

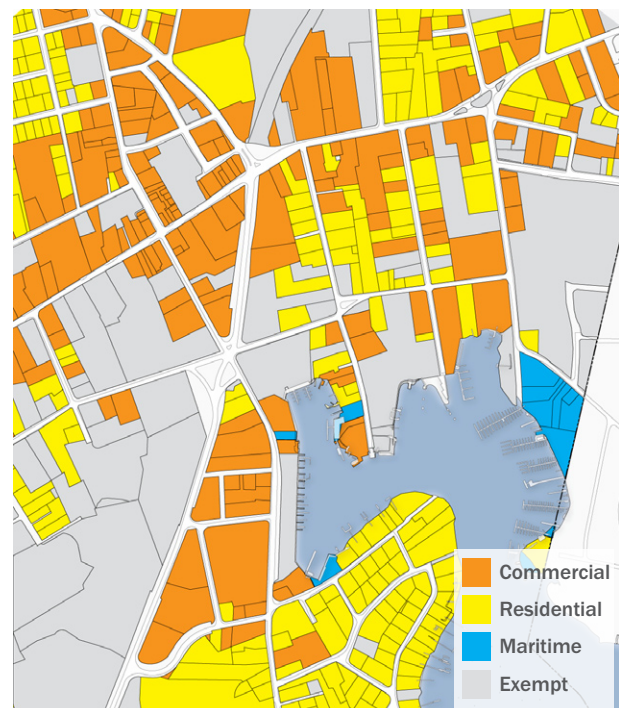
residential, cultural and public uses. Commercial uses include a number of seasonal hotel properties, a few restaurants, substantial upland parking areas and access to public and private marinas. Residential uses are scattered throughout the harbor area. Public, cultural and institutional uses include the Cape Cod Maritime Museum and the adjacent Aseton Park, which is connected to the downtown via the "Walkway to the Sea" and contains a small outdoor amphitheater. Seven seasonal artist shanties that function as affordable studio and gallery space for local artists are located in Bismore Park adjacent to the Hy-Line ferry terminal.

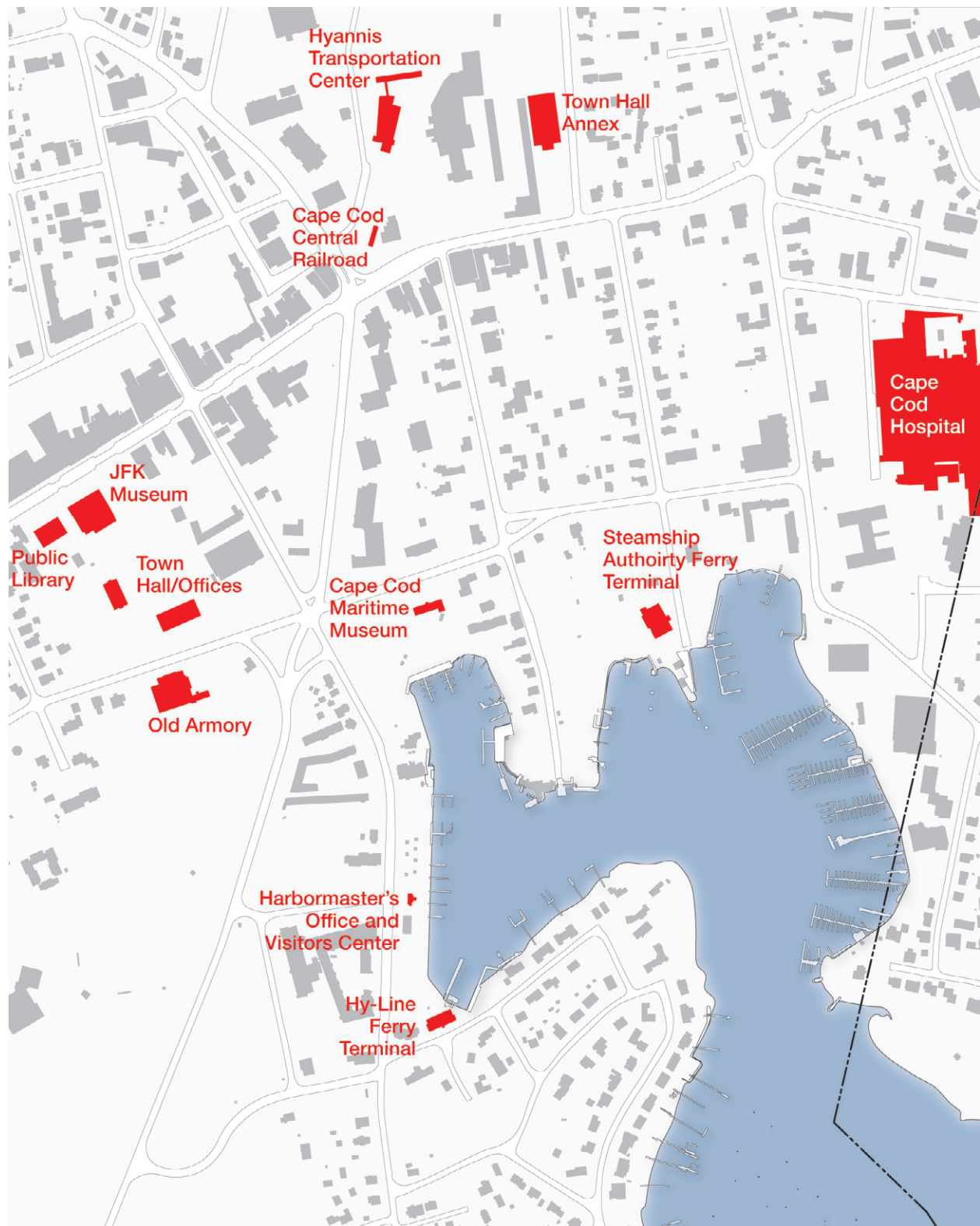
The two ferry terminals, one operated by the quasi-public Steamship Authority and another by the private Hy-Line Cruises, are located on the waterfront and create significant demand for parking both in the harbor and adjacent areas, especially during peak summer tourism season. Conveniently

Existing Urban Fabric



Existing Land Uses

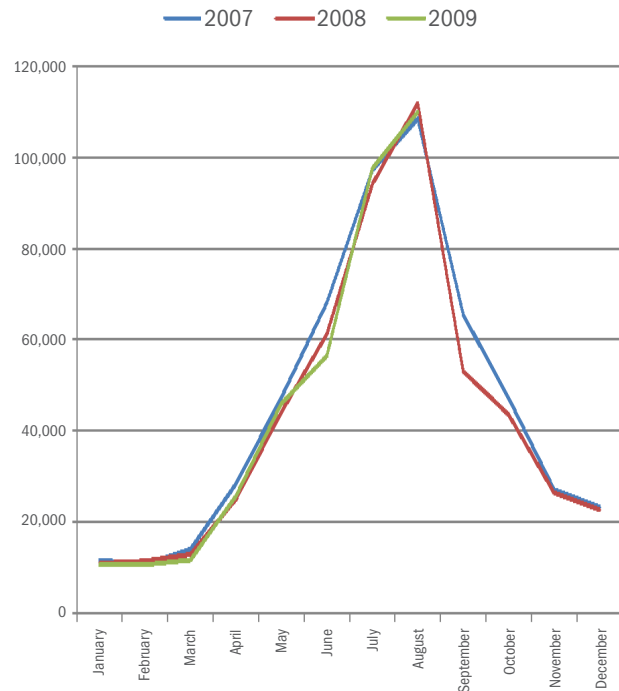




Urban Fabric with Primary Buildings



Ferry Terminals and Extent of Parking Lots



Passenger Volumes on Steamship Authority Nantucket Ferries, 2007-2009

located parking near the terminals is at a premium, and so-called “bootleg” parking occurs on nearby properties zoned for residential uses. Significant land area around the harbor is currently dedicated to parking uses to accommodate the swell, yet then remains vacant and empty during the remainder of the year. The Cape Cod Hospital and associated activities adjacent to the harbor also create significant year-round parking demand.

The land-side connections and access in the harbor area is currently a detriment to overall visitor experience, and reflects poorly upon the Village and ‘brand.’ New and returning visitors should be free of inconvenience while navigating to their destinations. However, a degree of organized chaos contributes to the authenticity of Hyannis’ experience. Since access, connections, and parking are such critical issues in the economic development of the harbor, these issues will be covered first before land use and economic market trends are explored in following chapters.

Chapter 2

Access and Connections

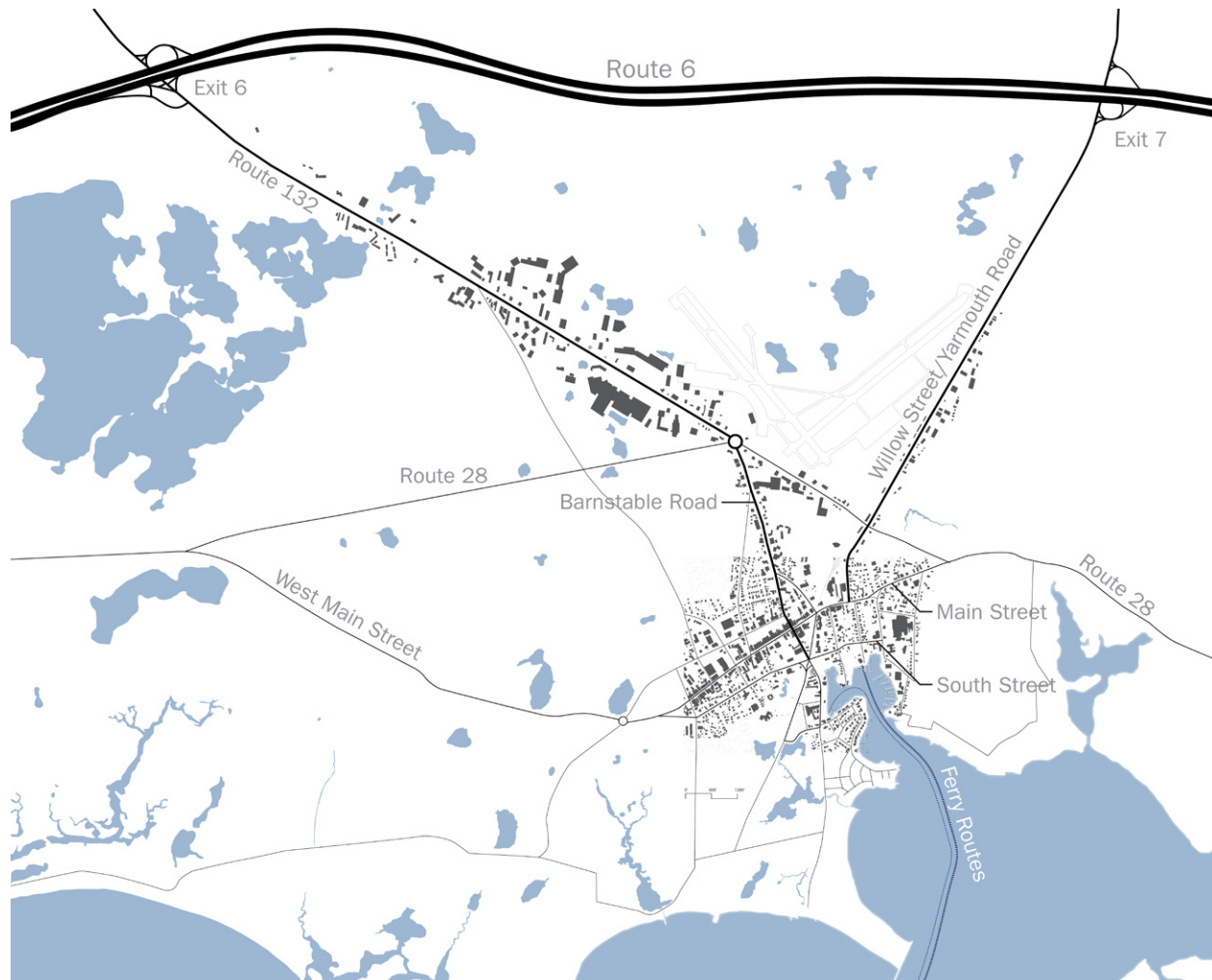
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Regional Access, Gateways and Traffic Circulation

A visitor's perception of place is heavily determined by the character, quality and legibility of entry corridors. Vehicular access to the Harbor Area is via several key corridors. Regional access to the area is provided from Route 6 via Route 132 (Exit 6) and Willow Street/Yarmouth Road (Exit 7). Local and intra-Cape traffic accesses the area primarily via Route 28, Main Street, and South Street. As these access corridors enter downtown, key intersections, or "gateways," are created. These access corridors and gateways form the entry and arrival sequence

to the Harbor Area for both residents and visitors - often providing the initial and defining perception of the area's character. In addition to land-based access corridors via key roadways, the arrival to the Harbor from the water is another critical access corridor.

The inland arrival corridors are currently characterized by auto-dominated commercial strips, visual blight, high levels of traffic, confusing signage and little sense of the water or the rich cultural and commercial assets of the Harbor Area. In short, the land-based entry and arrival sequences to Hyannis Harbor undermine the quality of place, and thus, the area's economic development and brand potential. Though efforts underway to improve some aspects of the inland corridors, particularly the Route 132 project, a coordinated approach to





Existing circulation- One way

traffic management, place-making, and economic development is essential.

The key access corridors:

1. Rt 132/Barnstable Rd/Ocean St (north of South St)
2. Center St and Old Colony Rd (north of South St)
3. Willow St/Yarmouth Rd (to Main St)
4. Main Street
5. South Street
6. Old Colony Rd and Ocean St (south of South St)

Gateway opportunities:

1. Intersection of Barnstable Rd and Center St
2. Barnstable Road and Main Street
3. Center Street, Old Colony Road and Main Street
4. Ocean Street, Old Colony Road and South Street
5. Yarmouth Road and Main Street
6. Lewis Bay Road and Main Street
7. Lewis Bay Road and South Street

Circulation Patterns

The Hyannis Harbor Area consists of several one-way pairs (e.g., Main Street–South Street, Ocean Street–Old Colony Road), which can be confusing for visitors. One-way vs. two-way circulation has been long and heatedly debated in the Town.

One-way streets can reduce vehicle conflicts and simplify intersection operations, but can confuse and frustrate visitors and residents; they often create an unpleasant pedestrian environment given the higher traffic speeds during off-peak times. The opinion of many stakeholders is that the existing one-way network limits accessibility to and between the Harbor and Main Street areas and frustrates drivers on an already complex roadway network. The Town and Business Improvement District (BID) recently made a significant investment in converting Main Street to a successful one-way west-bound roadway. However, many stakeholders feel that there is excess capacity and right-of-way along South Street and Old Colony (between South & Main Streets) to provide for a two-way flow that could improve access between the Harbor Area and Main Street.

Driver Population

Hyannis has a large seasonal population that is often unfamiliar with the roadway network. These drivers, often further hindered by the lack of adequate wayfinding signage, contribute to congestion on the arterial roadways. Conversely, those drivers familiar with the local roads use minor parallel routes where possible, in an effort to avoid congestion on the major arterials.

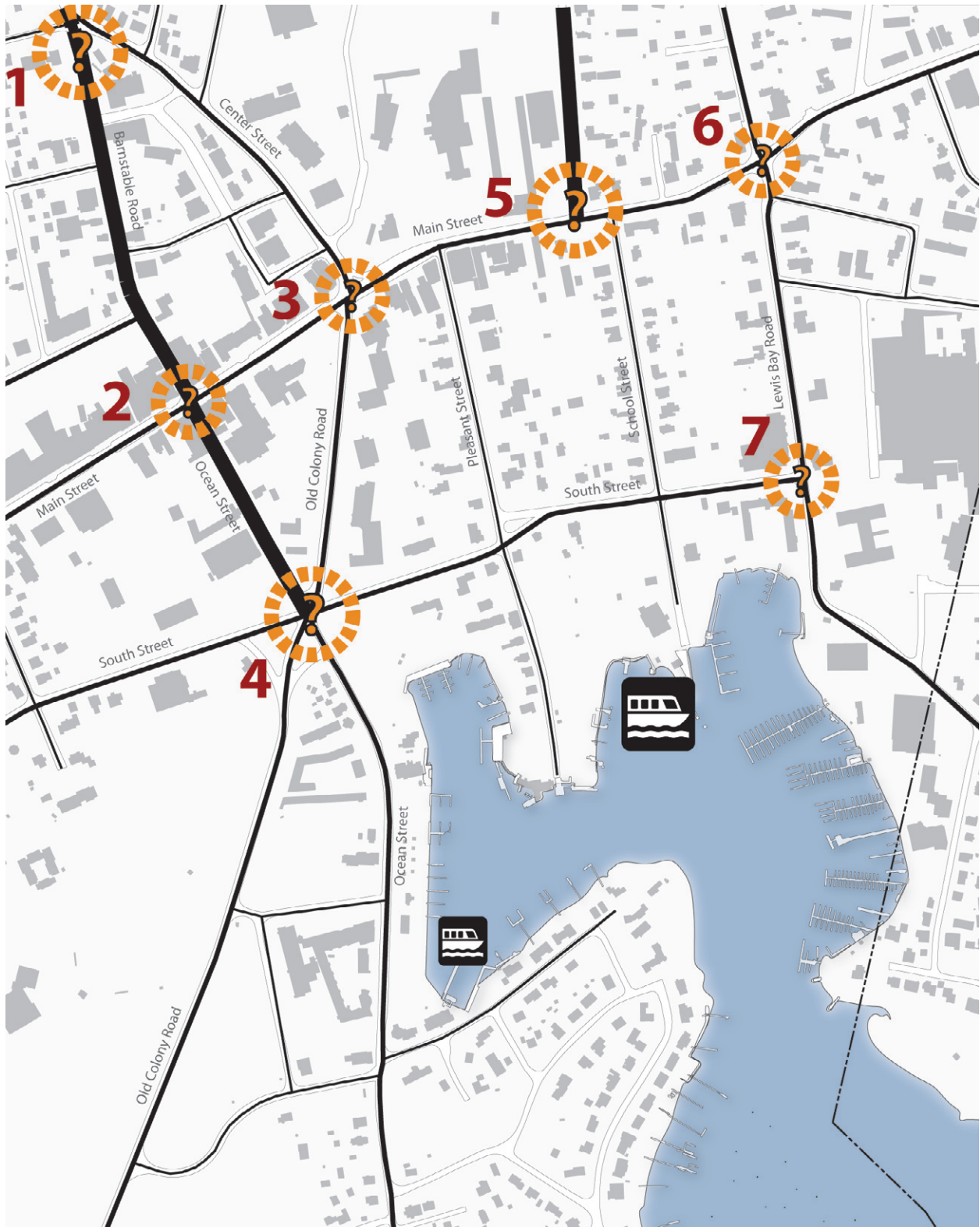
Traffic Surges

Traffic volumes in the area surge when the three following events occur.

- > Just prior to scheduled ferry departures
- > When ferries arrive and unload
- > During shift changes at the Cape Cod Hospital

Water-based arrival

The water-based arrival sequence is characterized by a dramatic entry portal at the neck of the Harbor, views to recreational and commercial craft, and views of the built environment surrounding the harbor. However, stakeholders indicated that finding the harbor from regional destinations is difficult, as water-sheet navigation markers and buoys maintained by the coast guard lead boaters to Centerville harbor rather than Hyannis Harbor. Safety considerations and shallow rock outcroppings not properly marked in the route of travel to the harbor are also a concern.



Gateway Opportunities

Signage and Wayfinding

In addition to the traffic circulation challenges, getting to Downtown Hyannis and the harbor area is also difficult due to the lack of appropriate signage. The aging and inconsistent signage system makes navigating the area frustrating, especially for seasonal visitors. Few regional gateway signs exist, and it is difficult to find the downtown from both the Route 6 exit 6 and 7 access corridors. One way streets near Main Street and the waterfront, and the lack of signage to the ferries and water, make the harbor area difficult to navigate. The location of the waterfront and ferry terminals are elusive even when visitors are only a block or two away on Main Street. Parking, while abundant, is very difficult to find because clear and consistent signage does not exist, creating a misconception that parking is scarce.

Wayfinding Signage

It is critical for Downtown Hyannis and the Harbor to establish a new signage wayfinding system that brings people downtown from the regional gateways outlined in previous section. Once visitors are brought into the downtown area, a local system needs to guide them to important landmarks and parking. This new system can both help to guide automobile and pedestrian traffic to destinations, and create a stronger identity for Hyannis through the use of images and branding.

A conceptual wayfinding and signage plan for downtown Hyannis was completed by Kennen Landscape Architecture in 2008; however, the plan has not been implemented. This plan includes a complete mapping of the problems with the existing system and proposal new regional, local, automobile and pedestrian systems with suggested branding and districts. Bicycle route signage was not included and should be considered when the signage plan is implemented.

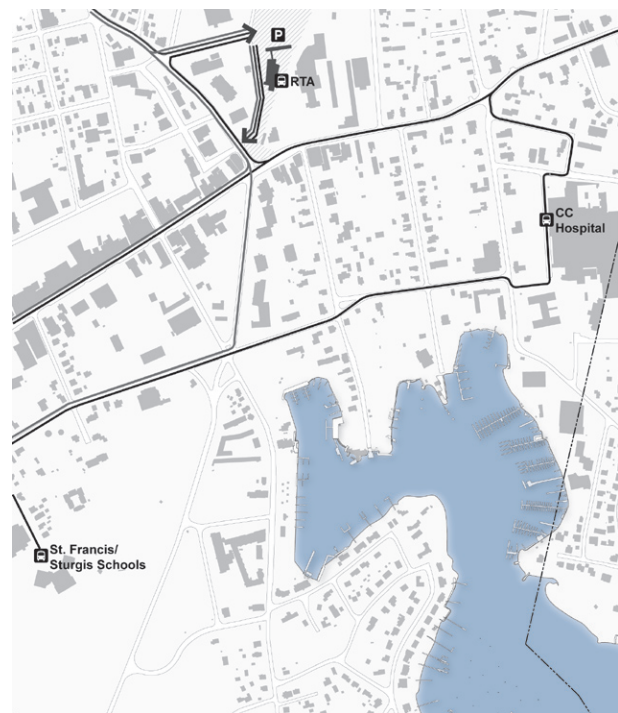
Transit and Bicycles

Hyannis, via the Regional Transit Authority Transportation Center (RTA) serves as a major transportation hub for the area, with regional bus connections—including Plymouth & Brockton Bus and Peter Pan Company—and local bus service provided by the Cape Cod Regional Transit Authority (CCRTA). Currently, CCRTA provides seasonal connections to the Harbor Area and Main Street but does not provide a connection to the Harbor Area during the off-season. The RTA also has a large number of public parking spaces that are under utilized. The general perception is that this parking is not well advertised and is somewhat hidden, since it is located at the rear of the RTA property. The participants in the stakeholder charrette noted that they often see individuals hauling luggage between the ferry terminals and the RTA via Old Colony Road.

The Steamship Authority also operates shuttle service from its Yarmouth/Brooks Road and Lewis Bay Road remote lots during peak season. Previous attempts to create a Downtown/Main Street trolley service by the BID and shuttle service to remote parking at Cape Cod Community College have failed due to low ridership numbers. Given the parking and access demand generated by the ferry operators, the hospital, Main Street businesses and the RTA, potential synergies exist to reconsider a coordinated Downtown/Waterfront/Hospital parking and access strategy.

Bicycle Connections

Cycling in Hyannis is difficult at best. Roads in the harbor area are narrow with no shoulders, bike lanes, dedicated paths or public bike racks for storage at destinations. There is however, an effort underway to connect the Cape Cod Rail Trail from the Yarmouth Line to the RTA. This extension would present significant opportunities for visitors to access the downtown and harbor by bike.



CCRTA Bus Routes

Recommendations and Next Steps

Gateways and Traffic Circulation

Suggested gateway and traffic circulation improvements are illustrated in the diagram on the opposite page and include the following:

> *Change the Primary Access Route to the Harbor*
Currently, primary access to Downtown and the Harbor from Route 132 continues past the Barnstable Road/Center Street intersection into a narrow one-way stretch of Barnstable Road. The arrival at Main Street is abrupt, underwhelming and signed poorly with little sense of directionality towards the water or primary commercial activities. This report recommends re-routing primary entry traffic from Barnstable Road onto Center Street, where sufficient right-of-way exists to create a broad streetscape enhancing a sense of arrival and creating added incentive to redevelop adjacent properties. This re-routed traffic then creates Downtown's primary gateway moment at the Main Street/Old Colony Road intersection. A primary path towards the water along an improved Old Colony Road right-of-way then would lay directly ahead of the gateway. Additionally, both east and west turning movements are allowed, increasing circulation choice in the downtown area. Clear signage at the Yarmouth Road/Main Street intersection leading to this primary gateway will further enhance district circulation, legibility and value of adjacent parcels for redevelopment.

> *Improve the Old Colony Road/ South Street Intersection*

An equally important gateway occurs at the Old Colony Road/South Street intersection, where a visitor's first water view is encountered. The existing five-way intersection functions poorly, hinders pedestrian access to the water along the "Walk to the Sea" and instead creates a "sea" of asphalt. To readdress this issue, Old Colony (north of South Street) and Ocean Street (south of South Street) are prioritized to create a simple four-way intersection with South Street. Ocean Street (north of South Street), no longer the primary conduit of harbor-bound traffic, is realigned to feed into Old Colony Road. Old Colony Road (south of South

Street) is rerouted into Ocean Street at appropriate stacking distances. The result is a narrowed, calmed and functional, intersection gateway creating a spectacular view to Aselton Park and the Harbor.

> *South Street Becomes Two-Way*

South Street should be transformed into a two-way boulevard to dramatically improve overall downtown circulation. Initial review of this generous right-of-way indicates that sufficient width exists to achieve a two-way road while maintaining acceptable levels of emergency vehicle service to the Hospital.

Wayfinding Signage

> *Source Funding to Implement the 2008 Hyannis Signage Plan*

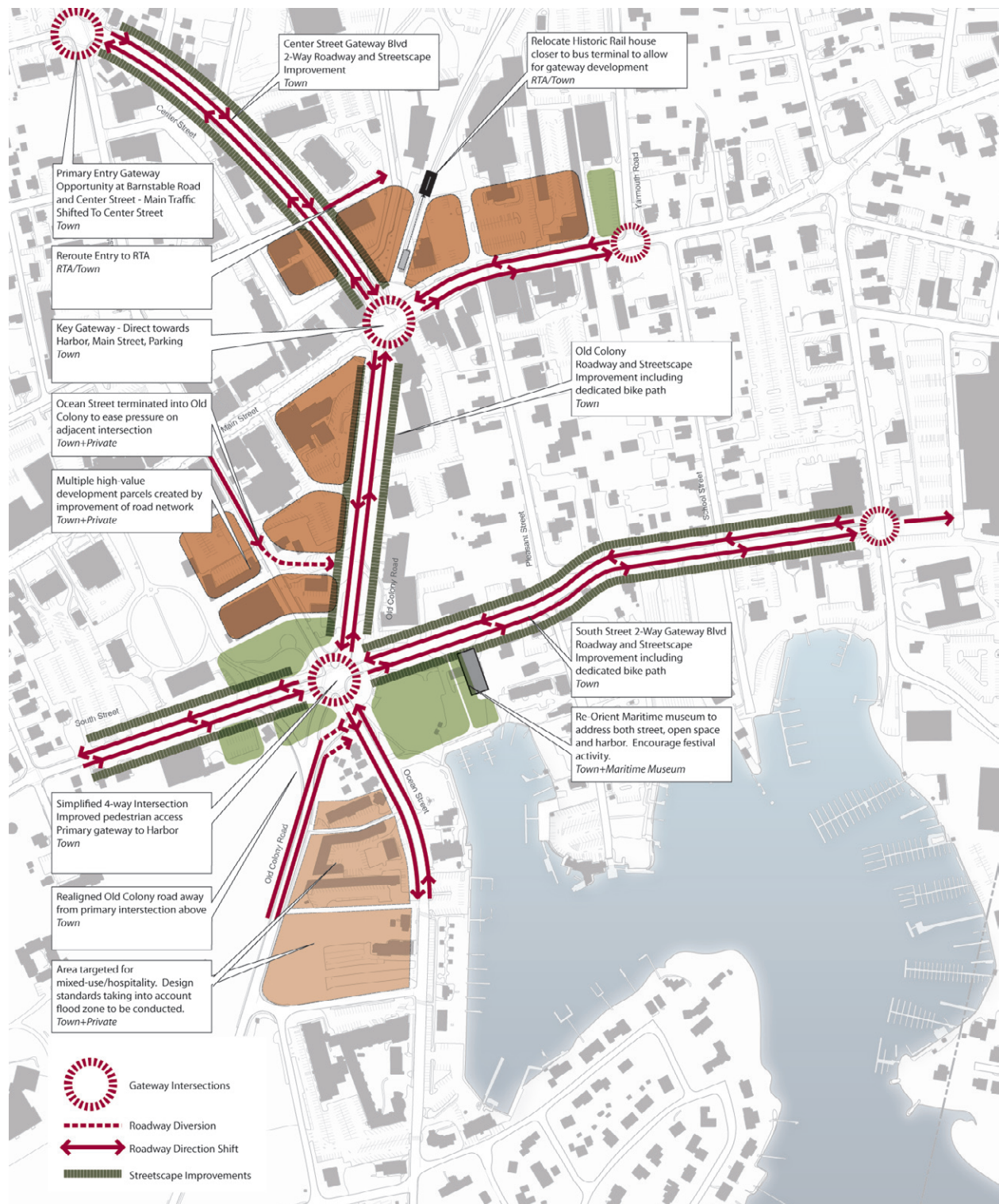
Improved signage and wayfinding strategies are perhaps the most cost-effective, easily realized, and visually impactful improvements to the existing roadway network. These improvements both increase legibility, visitor perception, and reduce redundant traffic. The conceptual plan for a new system already exists in the Hyannis Signage Plan completed by KLA in 2008. Funding should be sought to complete the final design and construction of a complete new signage system.

Bicycle Connections

Old Colony & South Street should be redesigned with dedicated bike paths or lanes that can pick up all east-west and north-south bike traffic and direct it to the harbor. In addition, these paths could connect to the Cape Cod Rail Trail at the RTA, and become the primary connection to Main Street, as cyclists could enter down South St. 'from the back'. This would keep cyclists off of Main Street, preventing conflicts with traffic and parked cars. Bike racks could then be added on north-south roads where South Street feeds Main Street.

Mass Transit & Water Access

See the matrix at end of section for summarized recommendations.

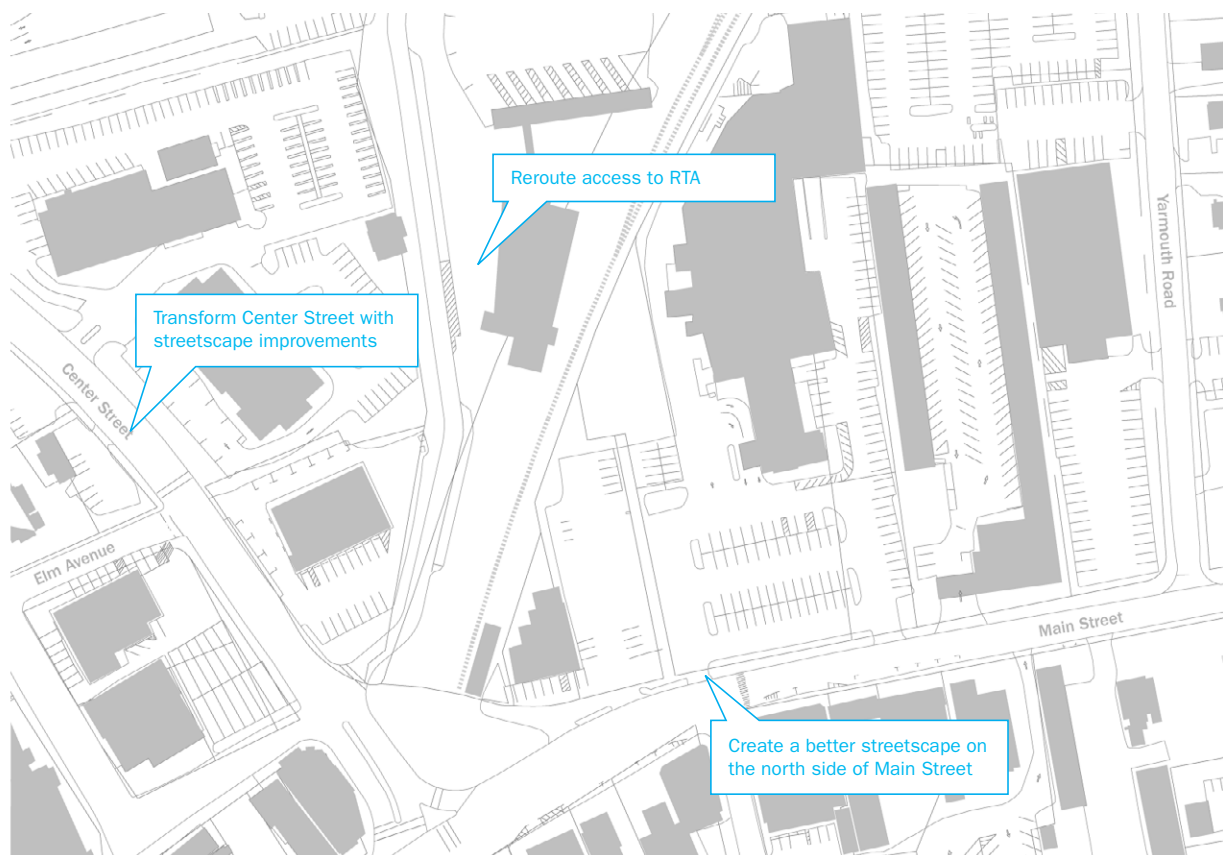


What-if-Scenario: Gateway Access

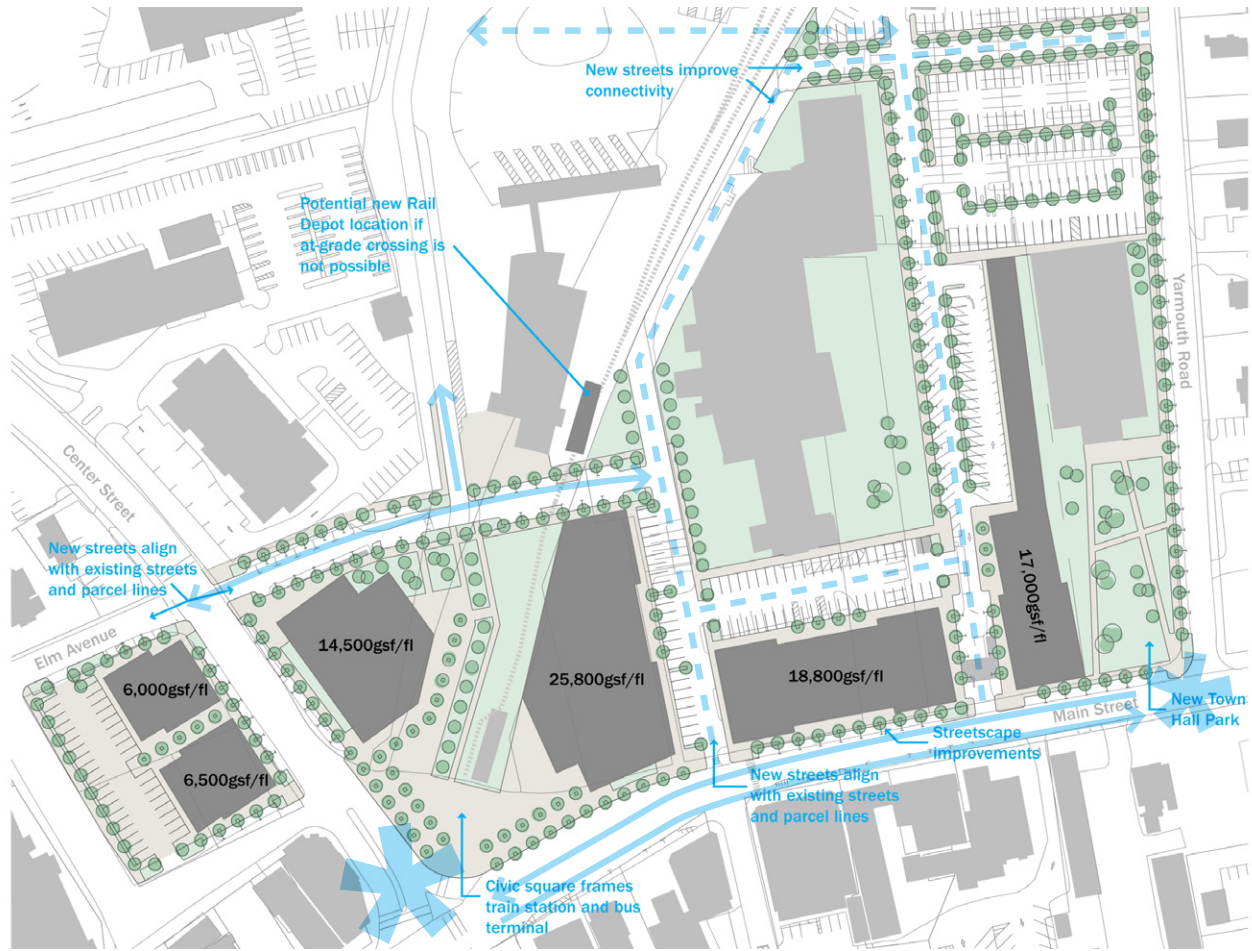
A detailed 'What-If-Scenario' was developed to explore design opportunities at the primary downtown gateway at the intersection of Center, Main and Old Colony. The concept creates improved place-making, circulation, and economic development opportunities. Pedestrian oriented sidewalks, streetscape improvements, and commercial character of Main Street are continued east of Center Street/Old Colony to the Yarmouth/Main Street gateway. A signature park is created at the prow of this site, in front of the railway terminal. Adjacent development opportunities will activate this space. The railway itself could continue in its current location, or shift further back to utilize the RTA facilities as point of embarkation. In this proposal, circulation to the RTA is reversed from its current southern one-way out to a one-way in off of a new easterly extension of Elm Avenue to the doorstep of the RTA, across the tracks. This can be accomplished by creating an at-grade crossing

or shifting the tracks just to the north of a new roadway/driveway network on the lands east of the rail and north of Main Street. This east-west connection will ease pressure from the stretch of Main Street between Yarmouth and Center. Another east-west connection further north across the under-utilized lots of the RTA and Steamship Authority (creating an at-grade crossing with the rail line, would further reduce congestion), form additional development opportunities and will be a critical connection in future coordinated parking strategies.

This new network creates pedestrian scaled streets and blocks that generally respect existing property lines and can be realized in multiple phases. Coordination between the Town, RTA, Steamship, and private property owners will be necessary to create this network and more efficient and shared parking strategies.



Existing Condition: Center/Old Colony/Main Street Gateway



Proposed Conditions

Summary Matrix

Issue	Description	Action Plan
Approach to Access Improvements	<ul style="list-style-type: none"> >Coordinate all future roadway improvements with the Growth Management Department and the comprehensive place-making agenda. >Recognize that wayfinding and character of access is fundamental to economic development. 	<ul style="list-style-type: none"> >Ensure planners, urban designers, and traffic engineers are involved together in infrastructure projects. >Develop mechanisms of internal review to ensure all roadway improvements are vetted through Growth Management Department and support the place-making agenda, pedestrian friendliness, and sustainable strategies.
Traffic Circulation	<ul style="list-style-type: none"> >Placing each roadway improvement in the context of a comprehensive circulation plan will ensure the most 'bang for the buck.' 	<ul style="list-style-type: none"> >Develop comprehensive vision and phasing plan for downtown and harbor circulation system. >Model feasibility of suggested system contained in this report: Center Street/Old Colony access boulevard, South Street as two-way road, and additional east-west connections north of Main Street, including impact on RTA operations. >Once traffic is modeled, engage consultant in final design of prioritized roads and new streetscape improvements.
Access Corridors	<ul style="list-style-type: none"> >All access corridors should contribute to character of Hyannis and encourage bike ridership and walking. 	<ul style="list-style-type: none"> >Develop new streetscape standards and landscape strategies for each access corridor identified in this report. Standards to emphasize pedestrian-friendliness and sustainable landscape strategies. Incorporate the landscape strategies into Hyannis' Design and Infrastructure Plan (DIP). >Seek funding to implement new road alignments, bike lanes, and landscape strategies within Town Rights of Way. >Encourage private property owners along access corridors to adhere to the new landscape standards by administering the DIP in the Site Plan Review process.
Gateways	<ul style="list-style-type: none"> >At all key automobile decision-making points, create gateways that contribute to the place-making agenda. >Enhance the traffic patterns, urban fabric, signage and landscape. 	<ul style="list-style-type: none"> >Share 'What-if' scenario illustrating a re-designed gateway at the intersection of Center St, Main St. and Old Colony with adjacent property owners and potential developers. >Further develop design and model traffic of gateways identified in this report.
Bicycles	<ul style="list-style-type: none"> > Increase ridership and visitor accessibility. >Create infrastructure to accommodate future connection to Cape Cod Rail Trail. 	<ul style="list-style-type: none"> >Administer Design and Infrastructure Plan (DIP) regulations that required bicycle racks for all new developments. >Develop comprehensive bicycle plan and prioritize key bicycle corridors. Dedicated bike paths (or bike lanes at a minimum) to be added to all roadway and access improvements including Old Colony and South St. >Engage consultant to design Cape Cod Rail Trail extension from Yarmouth line to RTA to a new harbor destination at Aselton Park complete with bike racks, appropriate maps, and visitor information.

Issue	Description	Action Plan
Signage & Wayfinding	>Conceptual Hyannis Signage and Wayfinding Plan completed by KLA in 2008 already exists.	>Allocate funding for final design and construction of existing 2008 Downtown Hyannis Signage Plan. Revisit and revise as necessary to accommodate bicycle route and other report recommendations.
Water-based arrival	>Provide safe and easy navigation to Hyannis harbor for boaters unfamiliar with the area	>Work with the harbormaster to analyze the existing Coast Guard buoy navigation system to ensure regional boat traffic is safely directed to Hyannis Harbor. >If problems are found, work with Coast Guard to fix navigation challenges.
Transit	>Increase access via transit to waterfront and other destinations within the downtown core. >Reduce excessive vehicle trips and parking close to harbor by providing mass-transit alternatives designed for convenience, ease of use, and frequency.	>Coordinate with RTA to orchestrate locations for additional bus stops servicing the Harbor Area and Main Street. >Explore potential synergies and costs savings of RTA bus/Steamship Authority shuttle coordination. >Revisit addition of downtown trolley loop coordinated with Steamship Authority shuttle and centralized parking facilities.

Chapter 3

Parking

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Overview

Parking, Parking Everywhere

Parking must be addressed as a primary concern to economic development, since it currently takes the place of other potential uses and redevelopment opportunities. While there are a wide range of parking options in Downtown Hyannis, including city-owned lots, privately-operated lots, and unregulated “bootleg” parking on residential lots, the choices are confusing to first-time users and the density and ad-hoc locations of parking lots are a visual blight on the harbor front.

Parking Delivery & Capacity

> Capacity

Even on peak season weekends, total parking capacity meets total demand when including remote and overflow lots. However, parking is delivered in a manner that detracts from the Harbor Area’s quality of life and place, does not provide for an enjoyable visitor experience, and does not benefit the economic development of the Town.

> Short vs Long-term Parking

The current harbor parking lots can be divided into two groups: 1) Parking for short-term stays and 2) Long-term parking for overnight visitors to the islands. In all of the lots available on the harbor, only two parcels have short-term parking options, owned and metered by the Town: Bismore Park & Gary Brown Boat Ramp. The rest of the lots service long-term (day-long or overnight) parking users. The overnight, long-term parking is the predominant problem that must be addressed.

>Off-site Long-term Parking

The Stakeholder Group noted that past efforts to relocate the long-term parkers to park-and-ride facilities away from the Harbor Area have been unsuccessful due to low demand and the high operating costs of a reliable shuttle service.

Extent of Harbor Surface Parking



Paid Visitor Lots- Long-term vs Short-term parking

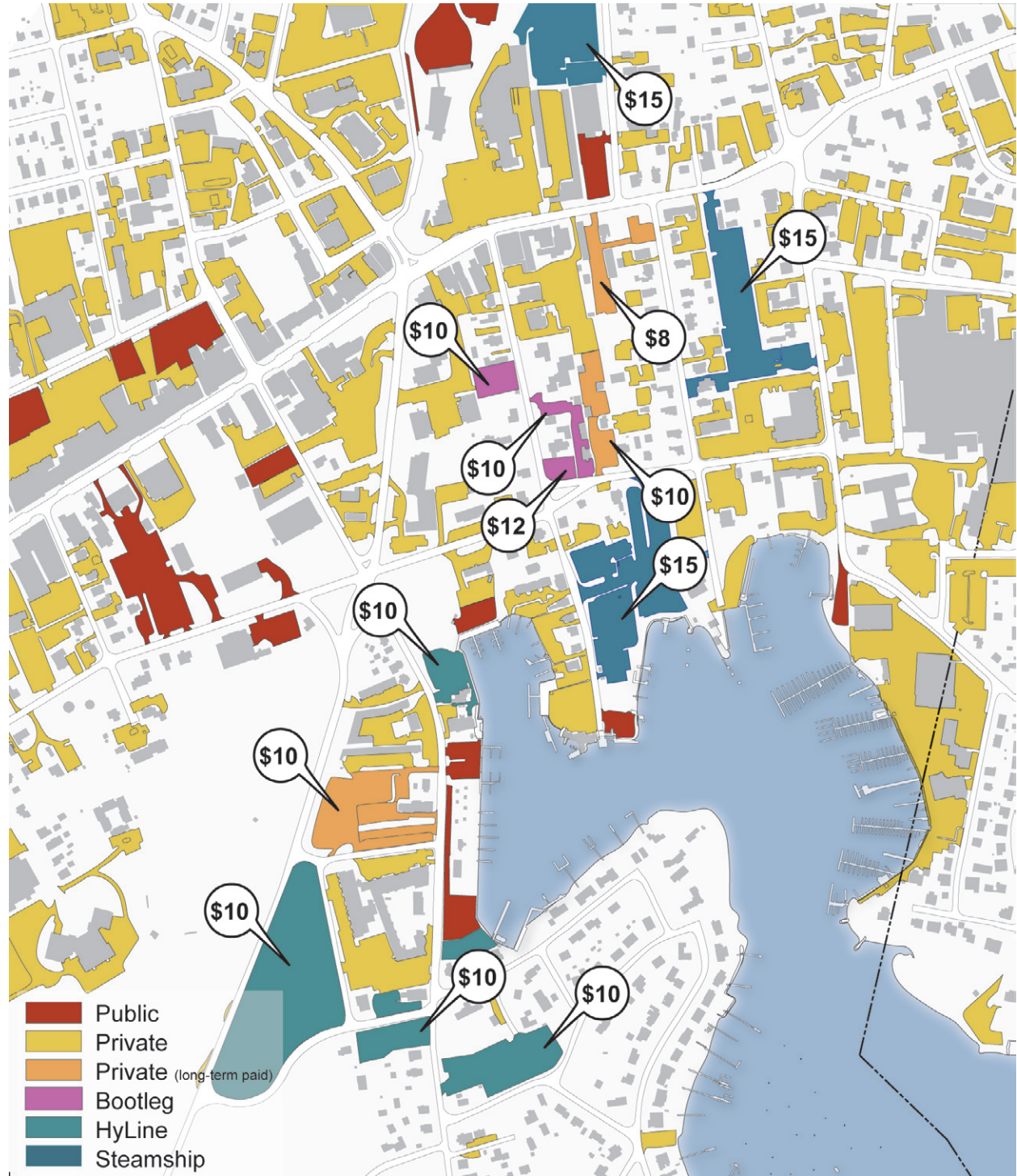


> *Long-term Parking—Cost Structure*

Analysis identified two categories of long-term users: value users vs. convenience users. Value users are looking to park for the lowest rate possible and park where it is least expensive. Alternatively, convenience users desire to park close to the ferry no matter what the cost. The unregulated “bootleg” lots & private licensed lots typically serve both these consumer groups. They are the least expensive lots and also the most conveniently located as shown on the long-term parking cost analysis map.

In order to free these parcels for other uses, the demand for parking in these lots needs to be diminished. Options for decreasing demand include 1) providing other lower-cost options to service the value users and 2) providing lots or valet service with close convenience. Currently the Steamship lots are both more expensive and more inconvenient, fueling the demand for private and “bootleg” lots.

A Downtown Hyannis Parking Study was completed in 2001 by Vollmer Associates. It supports that more convenient public long-term parking options would take the demand off of harbor front parking locations.



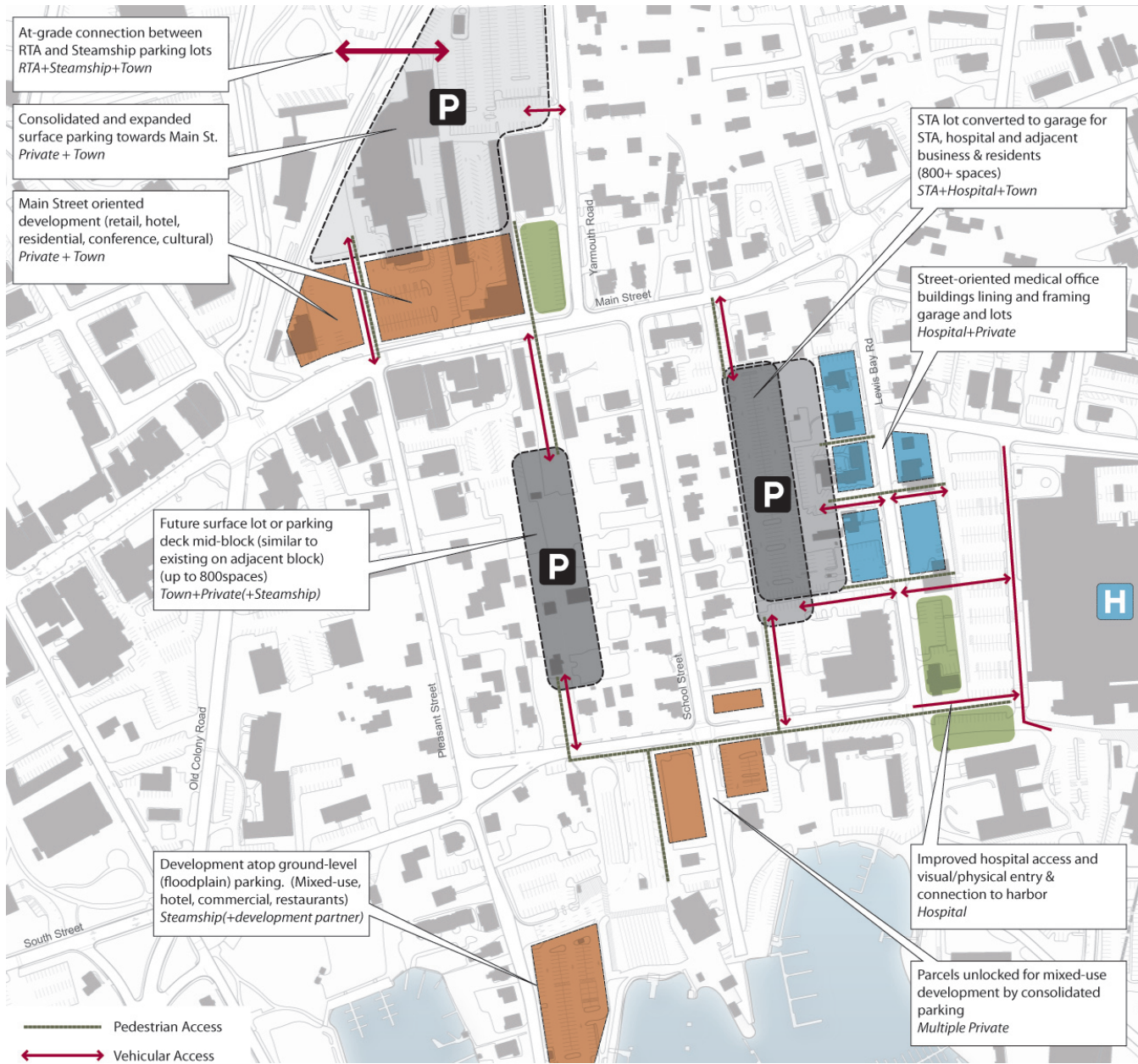
Existing Parking Ownership with Long-term Parking Cost Analysis
 (High season 2009 daily parking rates are indicated)

Recommendations and Next Steps

Parking Strategies: Overall

Current parking supply, though adequate for demand, is space-intensive, uncoordinated, unused for much of the year and a visual blight on the downtown. The graphic on the opposite page illustrates the prime parcels that would best serve as coordinated public options for parking. This strategy calls for increased usage efficiency and coordination of the many existing parking areas, including the Lewis Bay Road Steamship lot, and the Yarmouth Road Steamship lot, and the RTA lots. Coordinated parking management and shuttle service between these lots and all downtown and harbor destinations could begin to decant surface parking from lots targeted for redevelopment along

the waterfront and at key gateway moments. The Town should also consider a surface lot or garage in a mid-block location similar to the Lewis Bay Steamship lot, on the adjacent block between Pleasant and School Streets. It is also physically feasible to develop the Lewis Bay lot into a multi-level structure, either on its existing footprint, or coordinated with a larger development strategy for the east side of downtown in conjunction with the needs and growth of the hospital and associated medical services. By creating a coordinated public parking strategy with adequate substitutions for private lots, the owners of ad-hoc lots have an incentive to redevelop their properties. Some of the prime lots where parking should be targeted for removal are indicated in the opposite graphic in brown.

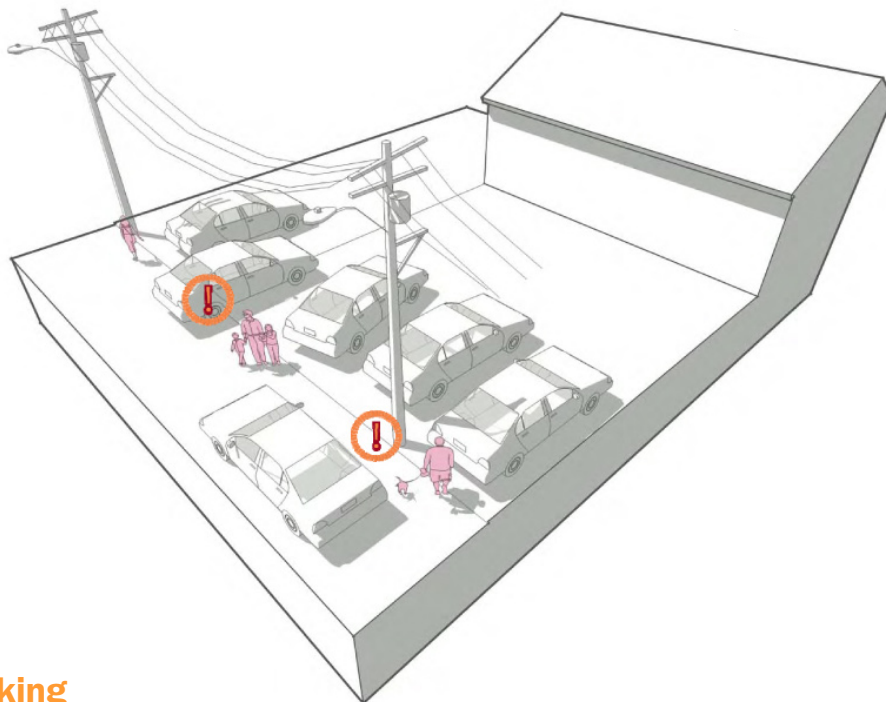


Parking Strategies: Bootlegging and Privately Operated Lots

Due to their proximity to the ferries, many residential and commercial property owners run surface parking lot operations during the peak season. Residential owners typically allow parking on their front, rear, and side yards. Many of these lots are located on the north-south side roads between Main and South Streets. This creates visual blight, dangerous pedestrian conditions, and circulation problems. Though some is illegal, this informal parking has become commonly tolerated over the years and provides an income stream to area residents. One potential strategy of dealing with surface lots that are visual detriments to the Harbor Area is to leverage the allowance of this practice in return for coordination on public improvements, signage and rate standards.

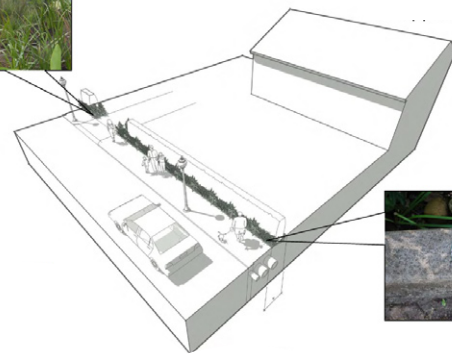
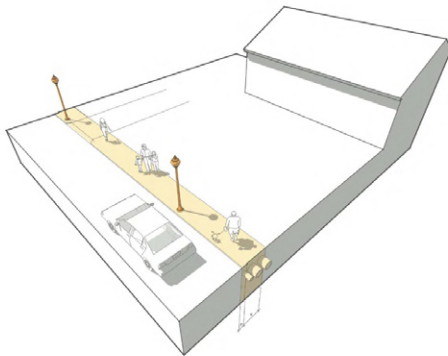
The following series illustrates a coordinated place-making strategy for redressing surface lots lack of sidewalks throughout much of the downtown, visual blight, substandard utilities, and unsustainable storm water drainage.

For these strategies to occur, the Town would have to develop a Parking Authority or designate staff to implement a program where grants could be sought for infrastructure improvements and partnerships fostered with property owners.



'Bootleg' Parking

- > disorganized & unsafe
- > lack of enforcement
- > lack of revenue
- > increased traffic & confusion

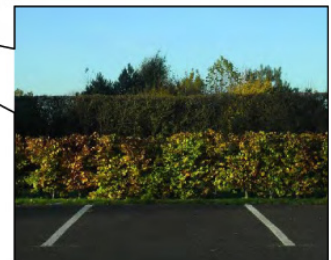
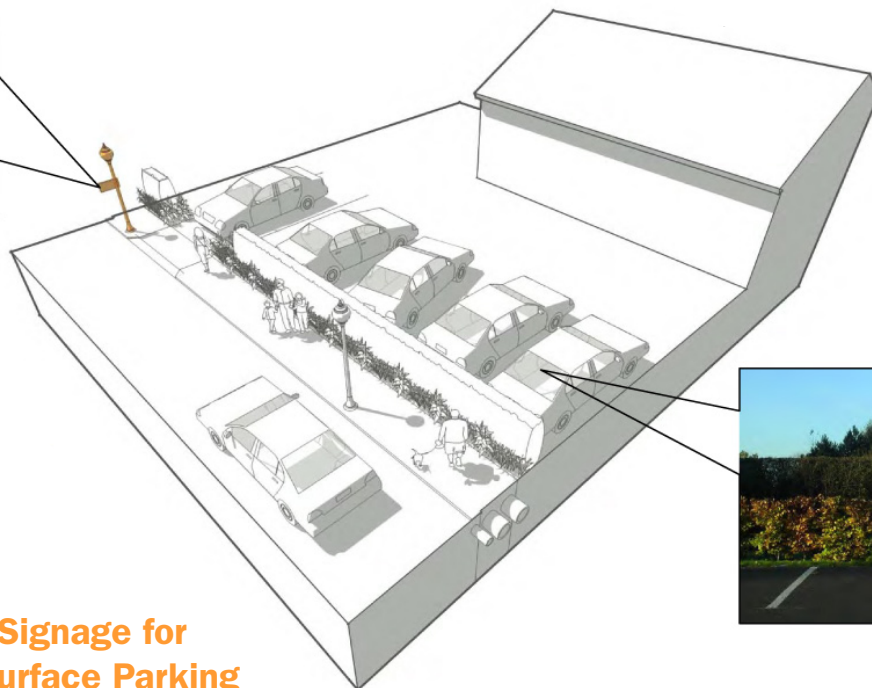


Utility & Sidewalk Easement

- > 4' easement into yard & 1' into roadway
- > 5' sidewalks - safe pedestrian environment
- > opportunity for utility upgrade
- > opportunity for new pedestrian-oriented streetscape

Privet Hedge, Bioswale & Landscaping

- > Tall & dense hedges with lower plant zone to block undesirable views, define streetscape, and increase property values
- > Bioswale between sidewalk and private yard to improve drainage, storm water and water quality conditions



Formalized Signage for Desirable Surface Parking

- > visual blight hidden by privet hedges
- > curb-cuts defined and pedestrians protected
- > integrated signage and way-finding system

Parking Strategies: Garages

Well-located new parking lots and garages will create additional parking capacity to serve peak times, while decanting parking from visible locations along the harbor front. New structures and lots are proposed in the center of blocks, buffered by surrounding buildings. By moving parking from high-visibility locations, the character of the area will be dramatically improved. Increasing the supply of parking has the potential to reduce demand for “bootleg” and private paid parking, which may also enhance the visual appeal of the harbor area.

Parking lots should incorporate visitor information kiosks to highlight local attractions, accommodations, dining and shopping, as well as upcoming events and activities. Centralized parking structures are an efficient way to provide a large number of spaces. The concentration of parking simplifies circulation patterns, potentially reduces overall traffic, and is easier to coordinate

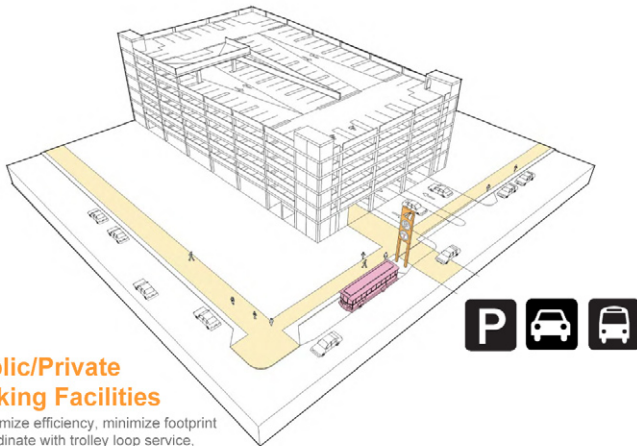
Centralized Garages Connected by Public Transportation



with mass-transit and other services. They also create a density of people coming and going on foot to various destinations. A mixed-constituency of users will create opportunities for multiple funding mechanisms and public/private partnerships to manage the structures.

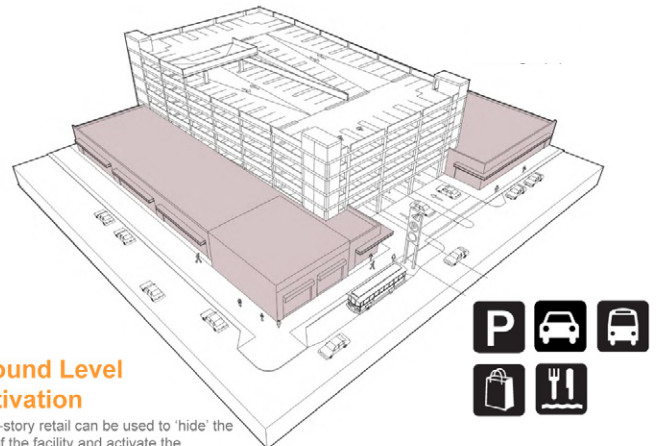
Despite their advantages from a funding and management standpoint, garages often detract from visual character and, unless occupied with ground-floor retail, contribute little to the surrounding environment. On larger site garage structures can be lined with building program that matches, in scale and character, the best physical attributes of the surrounding context.

As part of the 2001 Parking Study, Vollmer Associates investigated the financial viability of a potential new parking garage in the downtown area. Initial calculations illustrated that the income stream generated from a mid-sized garage would not support bond financing necessary for construction. For this reason, innovative funding and financing strategies with multiple partners must be created to move forward with any potential garage projects. Partners could include both the Cape Cod Hospital and Steamship Authority.



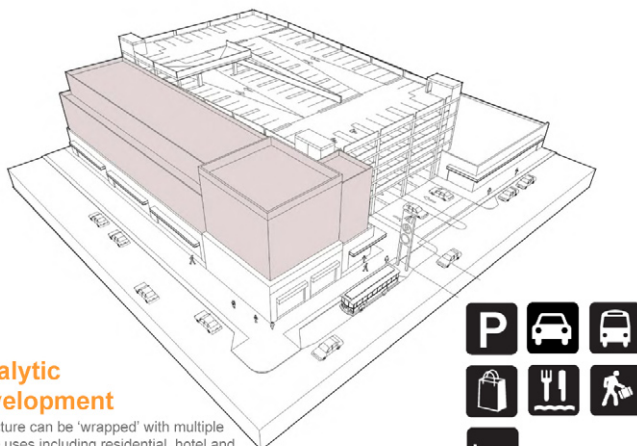
Public/Private Parking Facilities

- > maximize efficiency, minimize footprint
- > coordinate with trolley loop service, vehicular and pedestrian circulation
- > leave ample room for in-fill development



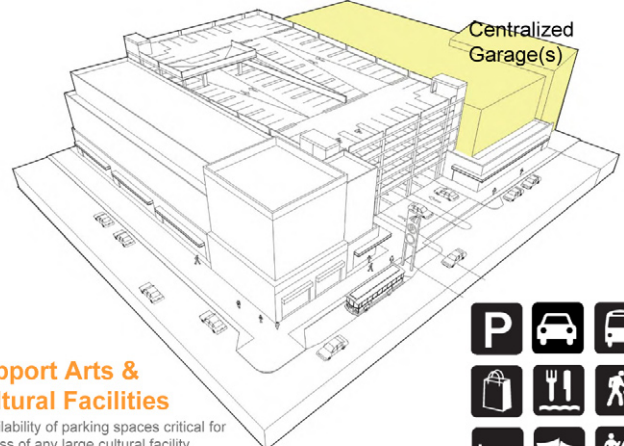
Ground Level Activation

- > one-story retail can be used to 'hide' the bulk of the facility and activate the pedestrian realm
- > garage creates foot-traffic for retail



Catalytic Development

- > structure can be 'wrapped' with multiple private uses including residential, hotel and office to create sense of scale and active streets



Support Arts & Cultural Facilities

- > availability of parking spaces critical for success of any large cultural facility
- > 'shared parking' between facility, waterfront access and other uses reduces



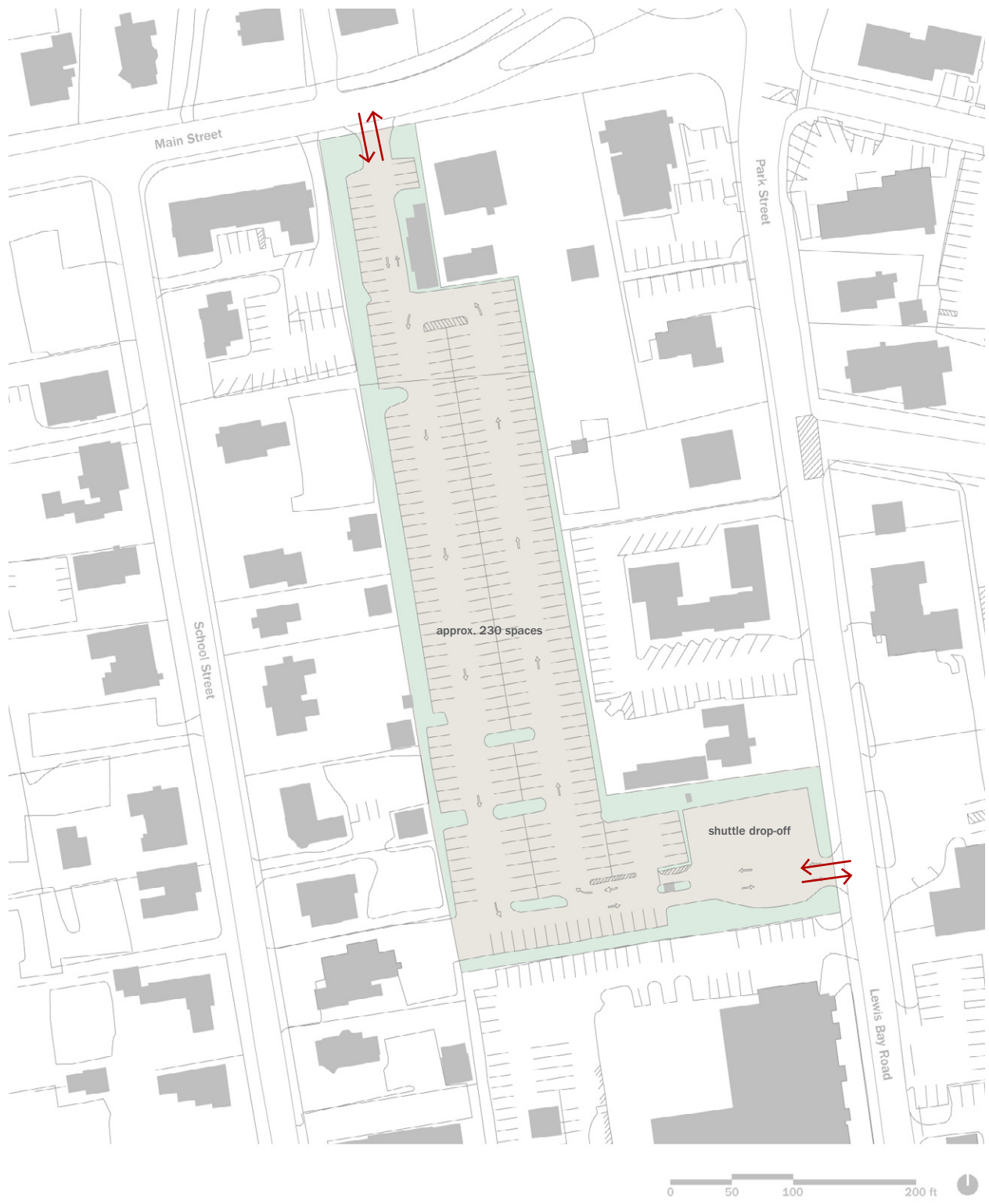
The phased implementation of a hypothetical centralized garage setback from a street. Multiple increments of adjacent development (depending on market conditions) ultimately wrap the structure and enhance the urban environment.

What-if-Scenario: Lewis Bay Garage

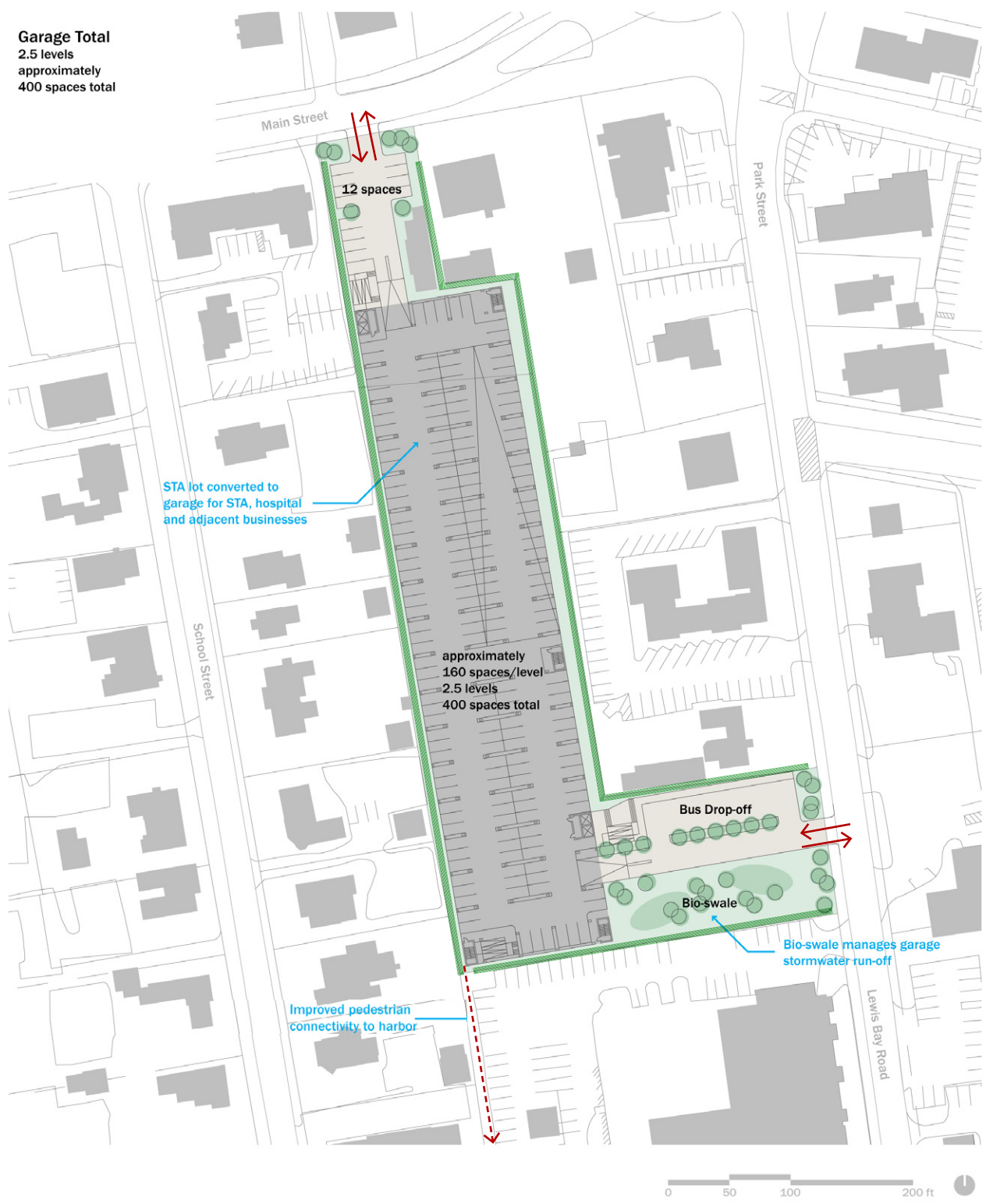
The Steamship Authority's existing Lewis Bay surface parking lot contains approximately 230 spaces. The lot is located in the center of the block and is well concealed by landscape from adjacent residential parcels. It is accessed from both Main Street and Lewis Bay Road, with shuttle service available to the Steamship dock from the Lewis Bay Road entry. If choosing to walk, pedestrians must brave a circuitous route from car to dock. Made more attractive and more accessible, this location can serve additional audiences, including hospital staff and visitors, marina users, and patrons of area businesses. Redevelopment of this lot could be a public/private partnership between the Steamship Authority, Town and hospital.

Two options for increasing the capacity of this lot are illustrated here. Option 1 maintains the existing site footprint and utilizes the gentle slope to create a one and half level parking deck containing approximately 320 spaces. Additional landscape maintains privacy for adjacent residential lots. Shuttle service is maintained at the southern access point, along with a bio-swale to handle all water run-off on-site. A pedestrian connection to South Street is provided through an easement at the edge of the corner parcel at South Street and Lewis Bay Road.

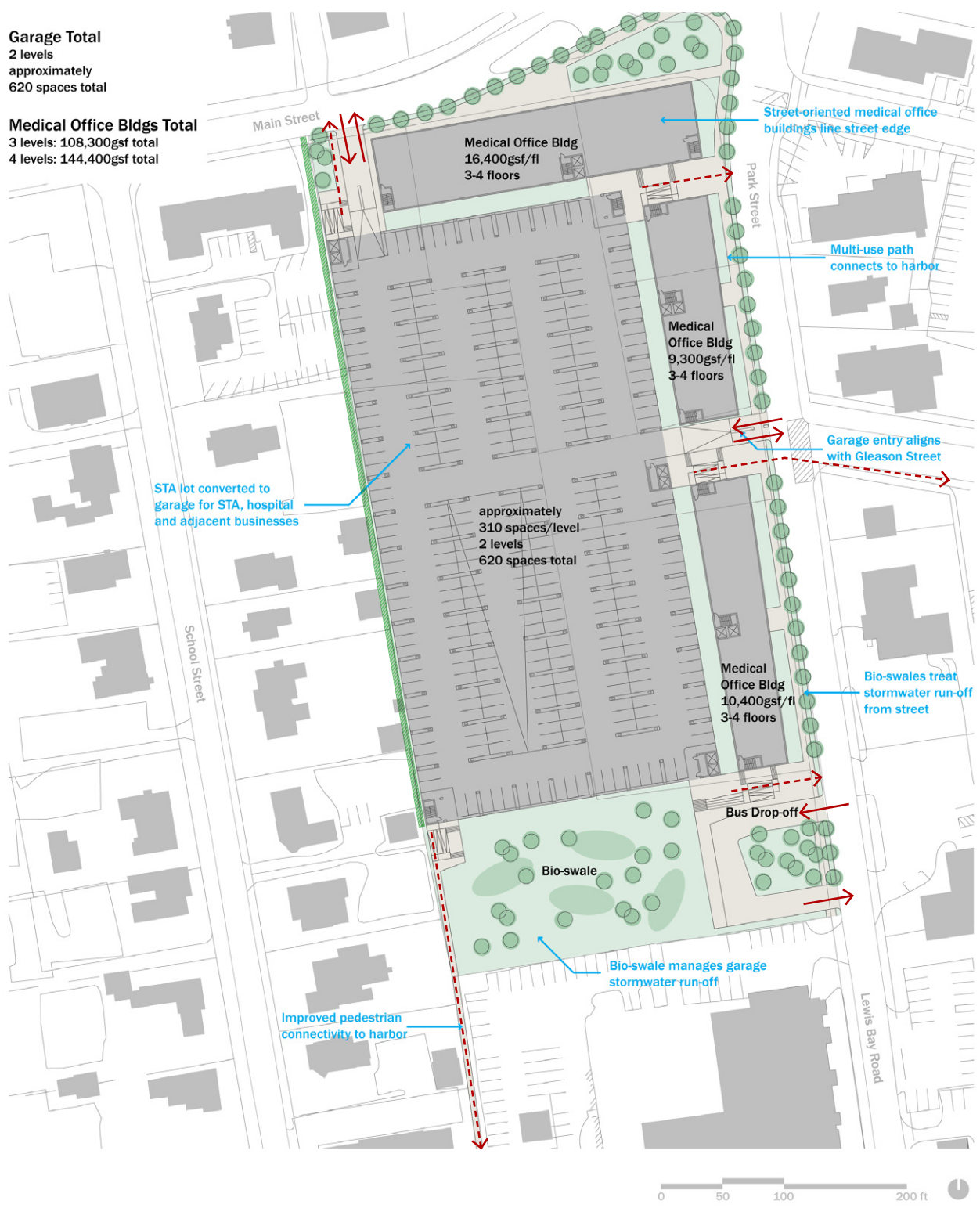
Option 2 expands the existing site footprint to Main Street and Lewis Bay Road, as part of a comprehensive strategy to improve the character of Lewis Bay Road and provide multiple sites for hospital or associated medical services expansion. An efficient, two level deck has a capacity of approximately 620 spaces. Small-scale medical office buildings, with potential ground floor retail, line Lewis Bay Road, shielding the internal deck. Vehicular access from Lewis Bay Road is aligned with Gleason Street to create a pedestrian-friendly crossing and intersection. More vegetation maintains privacy of residential lots, storm water is filtered through an on-site bio-swale and an additional pedestrian connection to South Street is provided at the edge of the corner parcel at South and Lewis Bay Road.



What if Scenario: Lewis Bay Garage Existing Condition



What if Scenario: Lewis Bay Garage Option 1



What if Scenario: Lewis Bay Garage Option 2

Summary Matrix

Issue	Description	Action Plan
Parking Demand Analysis	>Understand specific demand and supply issues geographically, seasonally, weekly, and daily for all user groups and locations.	>Engage consultant to model demand and ideal locations for consolidated facilities. Will be necessary to make case for any funding of improvements. >Utilize existing 2001 Downtown Parking Study as point of departure.
Parking Management	>Coordinated approach required to reign in excessive surface lots, decant parking from key development parcels along waterfront, and encourage maximum utilization of remote parking away from waterfront. >Integrate reductions in required parking via shared parking standards amongst complimentary uses. >Price-structure needs to encourage parking at remote lots away from harbor front and heavily discourage 'premium' long-term parking at waterfront. >Valet-type service should be considered to maximize ease of access to destinations (particularly the ferries) while locating parking at remote lots.	>Create Town controlled or semi-autonomous Parking Authority to forge partnerships and coordination between lot owners, establish a coordinated pricing structure, develop shuttle connections, and raise funds for needed improvements including a consistent system of signage and landscape improvements.
Garages	> Centralized garages could accommodate demand jointly for the Town, hospital, and Steamship Authority, and decant parking away from harbor parcels.	> New Parking Authority or Town to seek partnerships for garage investment and engage consultant to test financial viability of garage.
Bootlegging & Private Paid Surface Lots	> Since parking demands swell during seasonal months, informal lots can help meet this demand. The aesthetics of these lots however greatly impact the downtown 'brand' and must be improved to meet the place-making agenda.	>New Parking Authority or Town to consider program to legalize 'bootleg' lots in return for aesthetic improvements, formalized signage, and landscaping. Work with owners of private licensed lots to complete the same improvements.

Chapter 4

Land Use and Development Opportunities

**GATEWAY
HYANNIS**

Existing Land Use and Water Dependent Uses

The Harbor front has a mix of uses including hotels, restaurants, cultural destinations (Maritime Museum, open spaces), single-family homes, and water-focused commercial activities (commercial fishing, marina, etc.).

Land immediately adjacent to the Harbor is dramatically under-utilized however, and is instead occupied mostly by surface parking. Under-utilization continues inward from the water with additional parking lots and low-density development that does not address the harbor. This lack of public access and incompatible harbor-front uses detract from the character and economic development potential of the water's edge and the entire Harbor Area.

Once parking issues are addressed as indicated in the previous chapter, an opportunity exists to consider new uses based on market demand. The

existing open space, retail and hospitality uses create a strong framework for new development. The retail corridor on Main Street is over two miles long and any new harbor retail must compliment and not compete with this regional destination. The Town's open spaces along the water have been planned to connect in the Growth Incentive Zone planning document. Cultural activities organized by non-profits and the Town's 'Harbor Your Arts' program draw crowds to the area.

Discussions with the Town and community indicate that water-sport activities on the Harbor are now close to capacity due to logistical and physical space constraints. However, desire for additional facilities of public accommodation on the waterfront and the water itself was expressed. Stakeholders strongly suggested that docking facilities for larger vessels be considered.

Public and Open Space Uses



Retail and Hospitality Uses



Regional Market Context

Cape Cod's economy is heavily reliant on tourism. While there are no definitive studies, there are an estimated 5 million visitors to Cape Cod on an annual basis, far outweighing the permanent resident population. In 2007, visitors spent an estimated \$818.1 million in Barnstable County, accounting for 6 percent of travel-related spending statewide. According to newspaper reports and information provided by the Hyannis Area Chamber of Commerce, the volume of visitors and their related spending declined in 2009, reflecting the economic recession.

Hotel and motel rooms abound on the Cape. According to data from Smith Travel Research, there were over 11,100 available rooms per day during the summer months in 2009. This supply decreases substantially during the off season—there were just over 6,600 available rooms per day in January 2009. The average occupancy rate ranges from a low of 25 percent in January to a high of over 75 percent in the summer. Many hotels achieve 100 percent occupancy rates during summer weekends and holidays. Reflecting the decline in visitor volume, demand for hotel rooms has declined in 2009. These data would indicate that there are about 1.5 million visitors staying in hotels and motels on Cape Cod. The Hyannis Area Chamber of Commerce reports 18 area hotels contain 1,657 rooms, approximately 15 percent of total rooms on the Cape.

In addition to paid accommodations, a significant proportion of housing units on Cape Cod are for seasonal use as second homes or vacation rentals. Extrapolating from these data resulted in an estimated 1.5 million visitors in seasonal housing units. Over the next 15 years, an estimated 22 percent of second home owners plan on converting their second homes to year round residences, according to a 2008 survey of second home owners. This shift will create larger demand for goods and services, increase participation in cultural activities, and reduce the supply of homes for rental use.

According to the Census Bureau's 2008 population estimates, Barnstable County (Cape Cod) contained 220,000 residents, of which 21 percent, or 46,000 residents, lived in the Town of Barnstable. In general, the Cape's population is older and households have more modest incomes than the Commonwealth of Massachusetts as a whole. In the near term, because of the current economic recession, the potential for new real estate development may be limited. New development should enhance public access to the waterfront and incorporate uses consistent with existing harbor area businesses, such as restaurants, hotel (year-round) cultural venues and marine dependent uses.

Continued declines in tourism activity and real estate prices will continue to depress employment, which in turn will put downward pressure on consumer spending. Persistently tight credit and limited lending will curtail business and development activity. In the short-term, availability and access to credit for development will be constrained. Therefore, development in the short term may require creative use of public subsidy and strategies with low levels of investment required. For example, the harbor area is located in a census tract qualified for New Markets Tax Credits, a potential tool for mixed-use redevelopment. Alternatively, focusing on retaining and expanding local businesses may be more effective than recruiting new ones in the short term.

However, in the long-term, opportunities exist for redevelopment. There is a perceived need for both waterfront accommodations, waterfront dining, and indoor waterfront destinations in the entire Cape region. Many hotels already exist on Cape Cod, however the area's lodging stock is primarily non-waterfront oriented motels and limited-service hotels.



Under-utilized Sites

Key Opportunity Areas

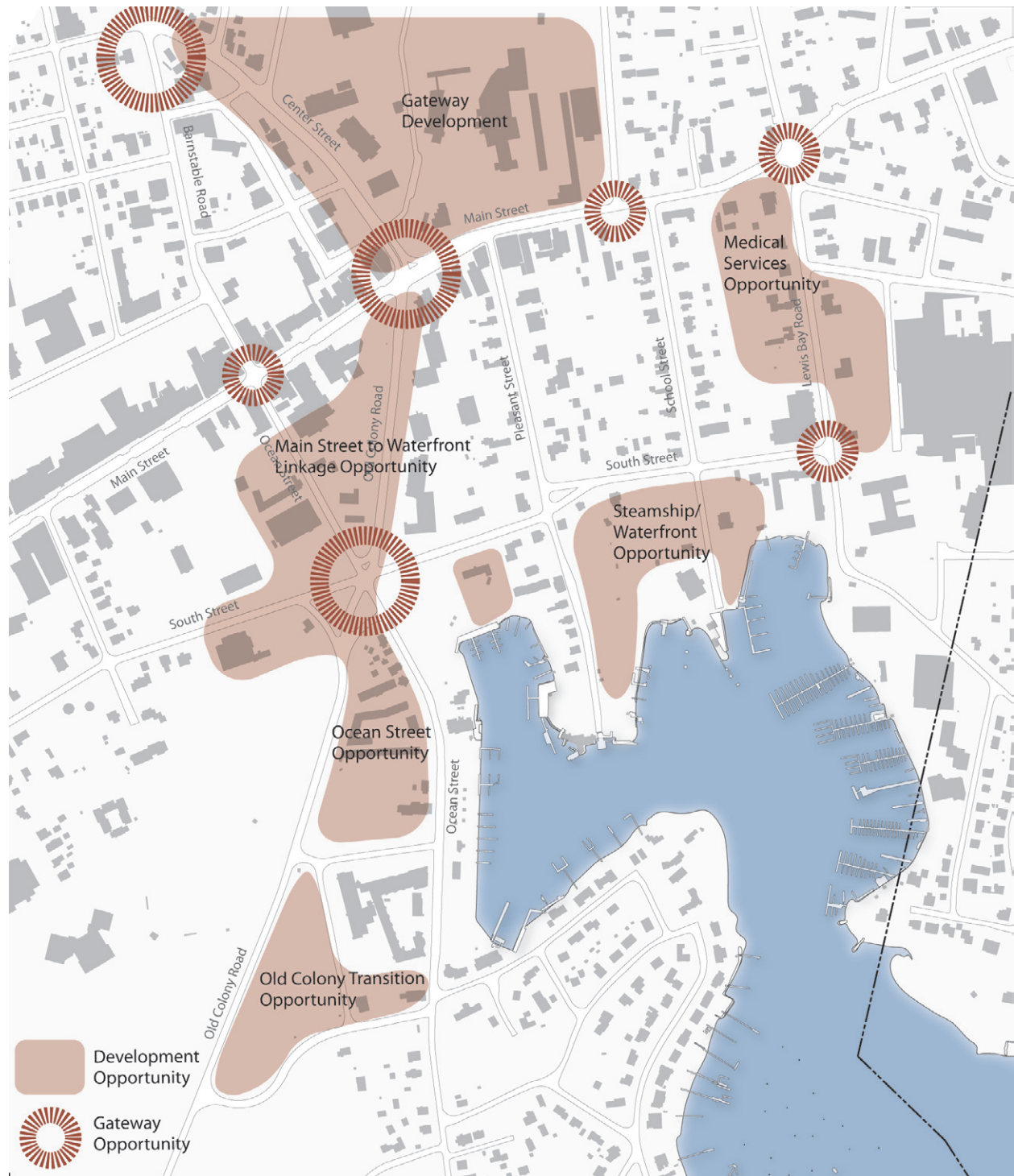
There are several potential development sites immediately adjacent to the Harbor, including aging motels, surface parking lots, and sub-standard buildings that should be considered for redevelopment within the framework of a comprehensive vision that prioritizes place-making and a synergistic mix of uses. These areas are shown on the map on the opposite page.

In order to unlock these under-utilized sites along the waterfront, actions must be taken inland. Appropriate development, changes in the Harbor's entry and arrival sequence, and a comprehensive parking strategy are necessary to decant undesirable uses from the waterfront and incentivize redevelopment. In previous chapters this report focuses on these inland conditions and necessary precursors to set the stage to realize the Town's vision of an active mixed-use waterfront as a cultural and economic engine.

Economic clusters and quality of life experience that are key areas of growth include:

- > **Public Waterfront:** Publicly accessible walkway creates pedestrian activity that is an important part of a visitor experience. The addition of mobile street vendors creates small enterprise opportunity and ability to capitalize on peak season activity without significant investment.
- > **Arts and Culture:** Recent investments in art and cultural infrastructure requires their ongoing maintenance. There are opportunities for continued development in this area, including festivals, cultural events, and additional museums and attractions throughout the waterfront and Main Street district. Arts, culture and maritime heritage can create important linkages to and throughout Hyannis, and contribute to district brand identity and cohesion through integration with public signage and wayfinding systems. Regular events and festivals are an important component of arts and cultural development.

- > **Medical Center:** The Cape Cod Hospital is a large and growing employer that will have future need for expansion in facilities, including parking, spurring new development activity. Better pedestrian connections to Hyannis Main Street, harbor restaurants and open spaces may contribute to daytime business activity for nearby merchants.
- > **Hospitality:** Though home to a diversity of lodging product types throughout Barnstable, the harbor itself is occupied mostly with limited service motels. Diversification of product type to include a full service hotel, with a different market appeal and orientation as well as boutique/bed & breakfasts could supplement the existing lodging stock without cannibalizing existing businesses.
- > **Restaurants:** On a regional level, there is a perceived need for waterfront dining on the Cape. Dining options at various price-points that could take advantage of water views will likely become consumer destinations.



Key Opportunity Areas

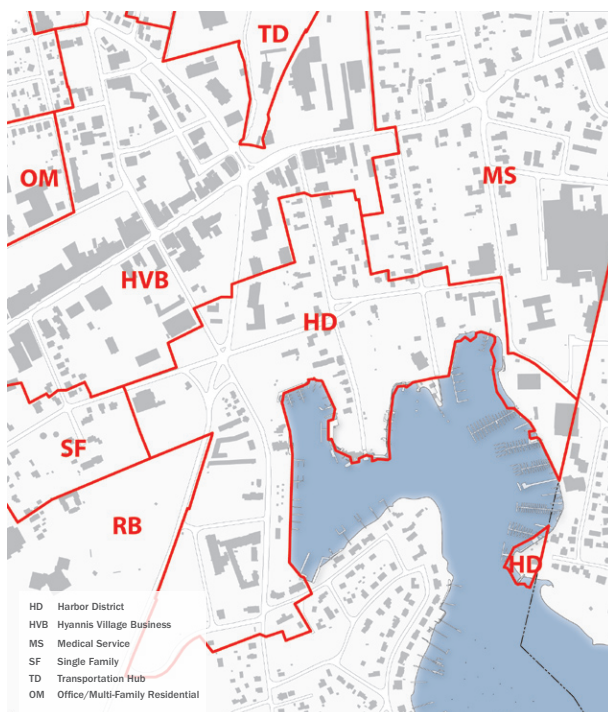
Zoning and Historic Districts

The study area and downtown Hyannis is designated a Growth Incentive Zone by the Cape Cod Commission (CCC), exempting development from the CCC's development review process. Re-zoning of the study area was completed in 2005 and thereafter supplemented by the Downtown Hyannis Design and Infrastructure Plan (DIP). Together, these reforms significantly simplified the zoning and regulatory controls and processes for development.

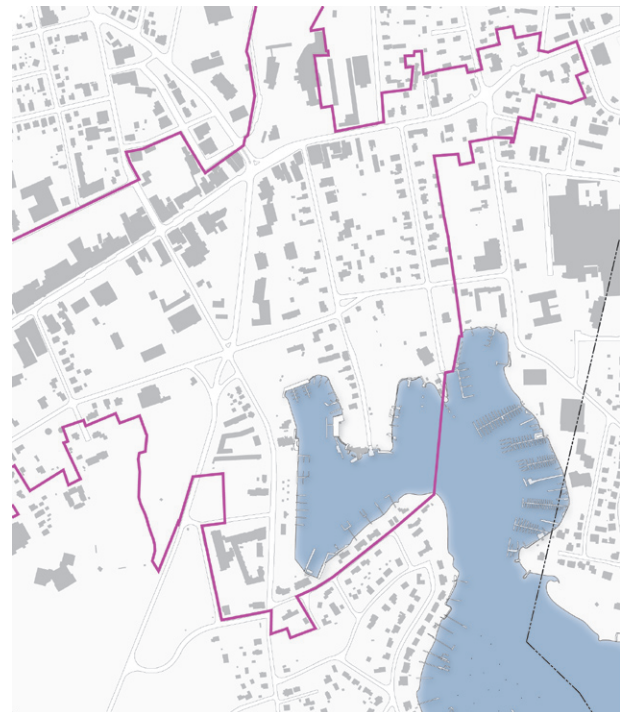
Adjacent to the Harbor lies the Hyannis Main Street Business Improvement District (BID), a special assessment district on property owners that has funded streetscape, open space, and other improvements to the Main Street area. In addition to BID and Town sponsored improvements, limited private redevelopment has occurred within the study area. Further actions by the Town to encourage development appear necessary.

Current zoning is consistent with the land uses recommended for economic development of the Harbor Area, with an emphasis on hospitality, restaurant and maritime related uses. By-right height for new developments is restricted to 2.5 stories to ensure that views to the harbor are maintained. However, the Town has stated that additional height and density will be considered as part of a Regulatory Agreement where adequate infrastructure exists and the proposed site and project enhance the goals of the Town's place-making agenda. Because of the new simplified Regulatory Agreement process to obtain permission for deviating from regulations, this study finds that the zoning of the Harbor Area is appropriate for economic development of the Harbor to move forward.

Zoning Districts Around the Harbor Area



Designated Hyannis Main Street Waterfront Historic District



However, in addition to zoning, parcels located within the Hyannis Main Street Waterfront Historic District are required to obtain approval from the HMSWD Historic Committee before other approvals can move forward. This is a critical step in assuring the aesthetics of the development are consistent with the historic character of the area. In order to encourage potential developers with seamless regulatory processes, the Town might consider working with the HMSWD Historic Committee to give a separate designation to any critical parcels in the district targeted for redevelopment. The historic review process could be incorporated into the Town's Regulatory Agreement review process, rather than requiring a separate process.

Governing regulatory documents in the study area include:

- > Growth Incentive Zone
- > Design & Infrastructure Plan
- > Zoning
- > Hyannis Main Street Waterfront Historic District Guidelines
- > Conservation Commission Regulations & CH 91

Recommendations and Next Steps

Land use and development strategy should be guided by the overall place-making agenda. Thus coordinated actions that enhance the character of the harbor area, stimulate private investment, and intensify the pedestrian-oriented, mixed use character of the Harbor Area should be prioritized.

What-if-Scenario: Ocean Street Hotel

The hospitality sector represents a potential economic development opportunity for Hyannis. Building off of Hyannis Harbor's brand as a waterfront oriented gateway destination, additional lodging opportunities are recommended.

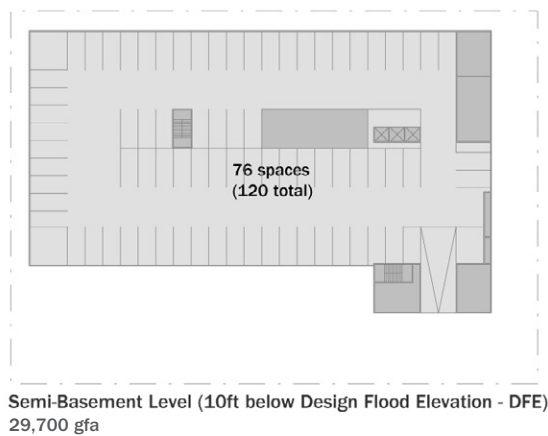
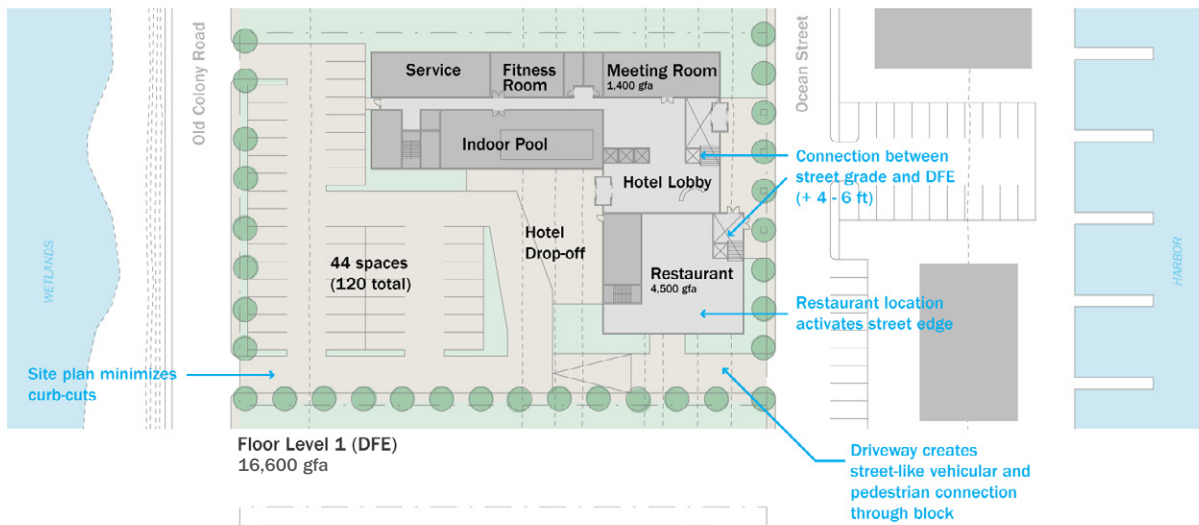
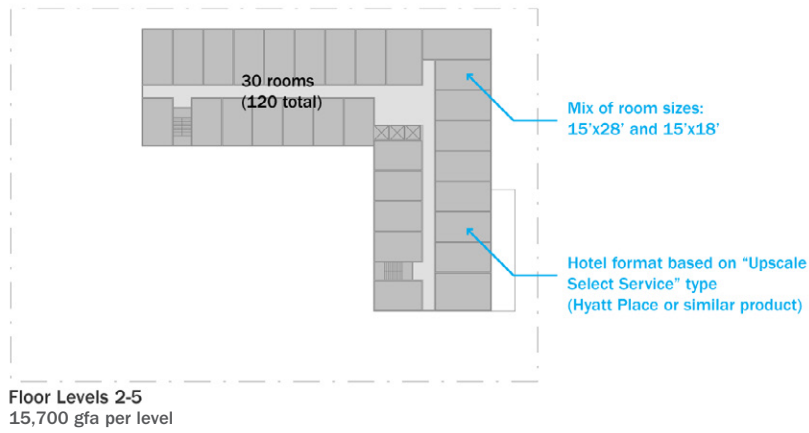
The Harbor's existing lodging stock is primarily contained in non-waterfront oriented motels and limited service hotels. Full service hotels and hotel chains are currently located well inland, along the Route 132 corridor. A waterfront-oriented mid-

service hotel with full water-view restaurant would fill a gap in existing supply and help expand the Harbor's attractiveness to different users.

The following study tests the physical viability of a 120-room mid-level hotel comparable to an "Upscale Select Service" (Hyatt Place or similar) product, with a full-service restaurant overlooking the water. A hypothetical site in a flood plain across Ocean Street from the harbor was chosen to test the overall site strategy and capacity, building and parking layouts, and construction issues given the location with in a Type AE flood zone. A full zoning analysis was not done for this proposal. Five stories is recommended to accommodate the programmatic requirements of the hotel and leverage the site's waterfront views, while not overpowering the existing urban fabric.

Existing Hotels, Motels and Retail Uses & study area for diagram on opposite page





Mid-Range Hotel Prototype
109,100 gfa

What-if-Scenario: Gateway Development

The area surrounding the intersection of Center and Main Streets is a critical economic development and place-making opportunity area for downtown since it is a key gateway into and out of downtown from both Exits 6 & 7 off of Route 6. The location is additionally served by the regional transit hub at the RTA and the recreational Cape Cod Railroad. This area is also where the north side of Main Street loses contiguous physical coherence, commercial activity, and pedestrian-oriented character.

As a critical gateway in the entry and arrival sequence to the Harbor and downtown, this area has the potential to define an early impression of downtown and help tie Main Street to the waterfront. Large swaths of parking for the RTA, the Steamship Authority and private entities create opportunities for infill development and consolidation/coordination of parking resources

with the aim of shifting some parking off of the waterfront, easing traffic downtown and simplifying wayfinding.

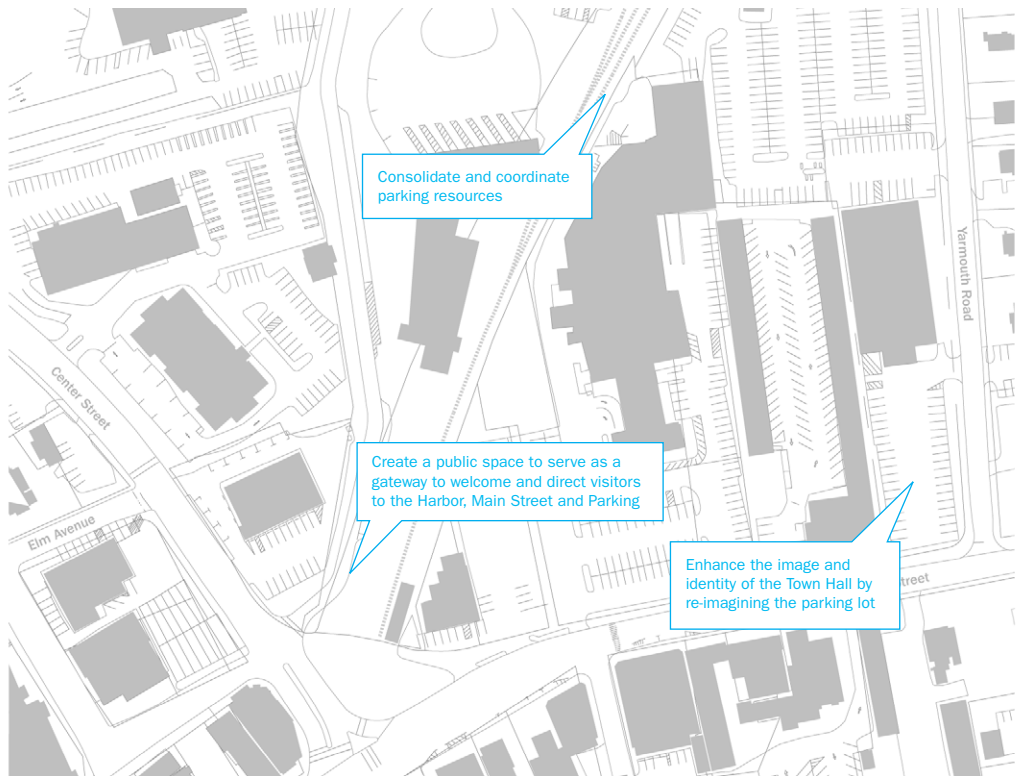
Development here can be achieved in phases, generally respecting existing property lines and provides for a multitude of small, medium and large business opportunities, including retail, hotel, residential, office, cultural and additional parking.

Expansion and Concentration of Uses at Critical Gateway Location

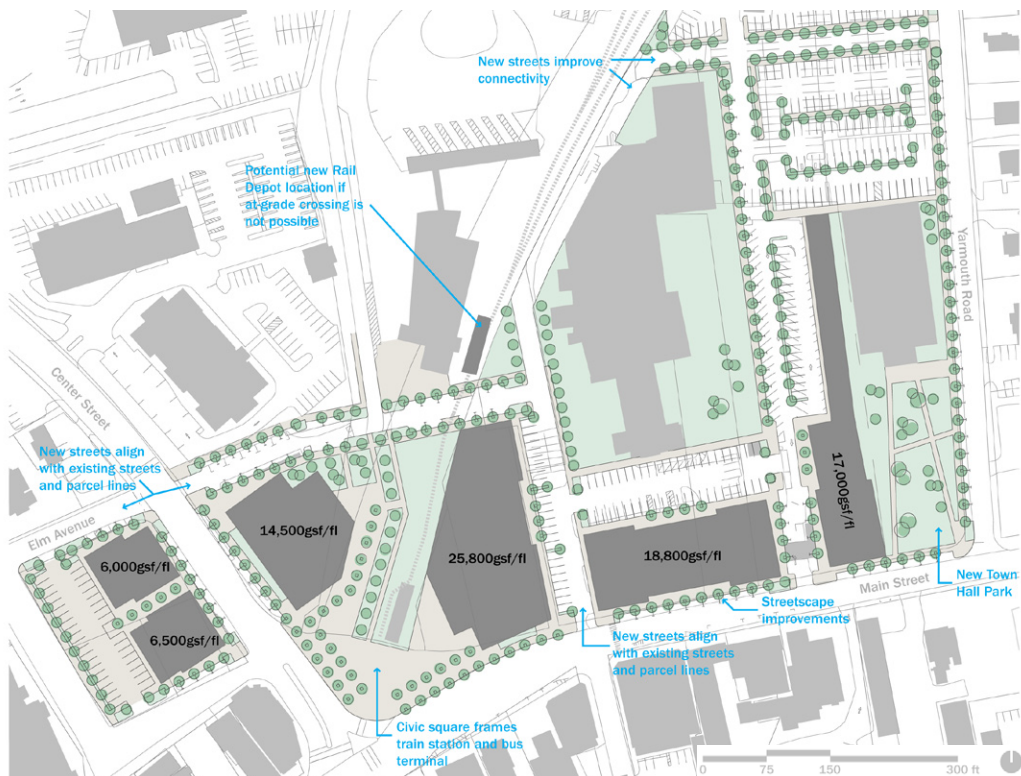


Critical Redevelopment Gateway

- > Pivot between entry gateways, downtown and path to waterfront
- > Build off superior transportation access, existing transit center, and future rail connection
- > Opportunity to combine central parking facility with significant arts and cultural facility



Existing Condition: Center/Old Colony/Main Street Gateway



Proposed Conditions

Summary Matrix

Issue	Description	Action Plan
Brand Enhancement	>Develop concept of Harbor Area as a gateway destination with a broad coalition of interested parties. “Build excitement, generate buzz, and get noticed.”	>Engage consultant to generate ‘marketing plan’ and ‘soft’ vision for Hyannis, including PR strategy. Incorporate any existing PR/marketing plans that may already exist including plans from the BID, Hyannis Area Chamber of Commerce, Cape Cod Chamber and Town programs. >Engage all relevant stakeholders in process: residents, business owners, local institutions, cultural and non-profit organizations as well as town, CCC, state (Mass Development, etc) and other government entities.
Market Analysis	>Quantitative analysis of existing and future conditions is necessary to supplement this report’s qualitative analysis and recommendations. >Market analysis report could be packaged for developers to generate interest.	>Determine near and long term capacity/opportunity for the development of key economic clusters including hospitality, retail, housing, the arts, and transportation by engaging a consultant. >Target appropriate sectors for growth. Determine public actions necessary to induce desired development.
Zoning/ Approvals	>Continue spirit of previous actions to streamline development approvals process to lower risk for developers, business owners, and residents looking to invest in the community. >Create catalogue of under-utilized and/or Town-owned properties and test development capacity against current zoning. >If current zoning and infrastructure is found to be too restrictive, determine appropriate processes for further reform and infrastructure improvements.	>Develop integrated permitting and approvals process, for Town and Historic Commission approvals for key development parcels. >Designate ‘one-stop’ person/office to expedite approvals and liaise with community and developers. >In addition to the ‘What If’ scenarios included in this report, create schematic feasibility studies for desired development scenarios to ‘shop’ out to land owners and developers for key development parcels. >Consider creating Redevelopment Authority to purchase and assemble land to expedite change.
Land Use	>Encourage mixed-uses on single parcels, such as hotel with restaurant, and residential, office, or parking over retail.	>Lower parking requirements for specific developments (in conjunction with coordinated parking strategy) to increase density and pedestrian-oriented character while discouraging visible surface parking lots and lowering development costs.

Issue	Description	Action Plan
<p>Water-Oriented Uses</p>	<ul style="list-style-type: none"> >Enhance attractiveness of waterfront area for development and community use by increasing access and quality of public realm. >Encourage commercial activity along the waterfront that is compatible with visitor-oriented uses, such as food stalls, informal markets, educational facilities, and moments to physically engage water sheet. >Consider opportunities for larger boats to dock in the harbor. 	<ul style="list-style-type: none"> >Create informal Harbor Area stakeholders group to push development and synergies between existing property owners. >Create detailed land-use plan for water-sheet uses. >Enhance seasonal and temporary cultural and commercial activities at the water’s edge.
<p>Hospitality Development</p>	<ul style="list-style-type: none"> >Expand amount and diversity of lodging opportunities to attract additional and new visitors. >Identify success factors for new hotel development including orientation to water, parking, food service, events and market positioning. 	<ul style="list-style-type: none"> >Engage consultant to determine market and economic feasibility of new harbor area hotel. >Focus on engaging new development and product types (chains, independents, and boutiques) that will not cannibalize existing stock. >Further develop “What-If-Scenario” hotel feasibility study.
<p>Gateway Development</p>	<p>>The semi-contiguous parcels on either side of Cape Cod Rail terminal, under various ownerships, hold the greatest opportunity for gateway definition, expansion of the downtown core, and potential for large parking, commercial, and/or cultural facility.</p>	<ul style="list-style-type: none"> >Determine highest and best uses for this district, including centralized parking screened from Main Street to decant key waterfront parcels for development. >Further develop “What-If-Scenario” development feasibility study.

Chapter 5

Infrastructure and Regulatory Requirements

**GATEWAY
HYANNIS**

Utilities and Flood Zone

Utility infrastructure, including sewer, electric and water systems are in place to support a much greater density of development than currently exists within the study area. A detailed analysis of these systems is included in the 2006 Growth Incentive Zone (GIZ) document. Please refer to this document for a detailed description of utility infrastructure systems and recommended improvements. A bullet-point summary list of existing utility systems is included below.

Water Supply

- > Town-owned Water Management Commission operates the water supply.
- > Town hired a consultant (SEA) to study water supply issues and study identified the need to improve water supply including:
 - 1) Water main replacement
 - 2) Distributions system
 - 3) Property acquisition to protect well zones of contribution
- > With new development, water distribution systems may need to be upgraded.

Storm Water Drainage

- > Non-point storm water drainage
- > Storm sewers are managed by Town Department of Public Works (DPW).
- > Collection system in the central business district has limited additional capacity available for new development.
- > On site storm water disposal required for new developments.
- > GIZ encourages use of pervious materials and low impact development (LID) designs.
- > Goal is to eliminate direct discharge of storm water runoff into the water course.

Wastewater

- > Municipal wastewater sewage disposal system is provided in harbor study area.
- > Municipal sewage is managed by town DPW.
- > Town hired a consultant (S&W) to study wastewater issues.
- > Build out study indicates new development flow capacity is limited to 200,000 gpd.

Flood Zone Construction

- > Areas in the Harbor Study lie within the 100 and 500 year coastal flood hazard zone as indicated on Town FIRM Panel Number 250001 006 D, dated July 2, 1992.
- > Flood zones include Flood Hazard Zone A9, (ELEV 10), Zone A12 (ELEV 12), and Zone B (500 year).
- > New construction or substantial improvements to existing buildings must comply with FEMA and Massachusetts State Building Code-7th Edition requirements for flood resistant construction.

Harbor and Water-Sheet Infrastructure

The Town owns several important marinas within Hyannis Harbor. These slips house the only commercial fishing boats in Hyannis and also provide docking space for tourism boats and other recreational vessels. The commercial fishing fleet is a vital part of the local economy and it is suggested that the fleet be supported, enhanced, and expanded wherever possible. Because the slips are adjacent to town-owned parks and open spaces, there is also a unique opportunity to provide places where the public can watch the industry in action as a cultural amenity. This relationship however, is a delicate balance where the commercial fleet needs ample room to operate with paved space for parking and loading. It is recommended that as the town undertakes new open space improvement projects, adequate areas be given to the commercial fleet to operate, and specific areas be designated for visitors to enjoy watching the catch come in and out.

In addition to the operation of the slips, the Town's Harbormaster is responsible for general operations including daily traffic and infrastructure in and around the harbor. The last Hyannis Harbor Master Plan, completed in the 1980s, is now out of date. In order for the Town to ensure its commercial fleet and critical ferry systems are supported, the Town should consider completing a new Harbor Master Plan. This will also allow the Town to apply for additional State funds for various municipal projects.

Harbor Infrastructure- Lands supporting public or commercial docks and marinas



Regulatory Requirements: Flood Zones, CH91 and Conservation Commission

Overview

Many of the parcels directly surrounding the harbor area are within regulate flood zones. Flood Insurance Rate Maps (FIRM) have been prepared for the community delineating flood hazard zones. These flood hazard zones were determined based on the Flood Insurance Study (FIS) conducted for the town of Barnstable.

The effective date for the initial FIS for the Hyannis Harbor Area was February 19, 1985. The latest Flood Insurance Rate Map FIRM (Flood Maps) for the town is July 2, 1992. The referenced flood map for the Hyannis Harbor Study area for the Town of Barnstable is shown as FIRM Panel 6 of 25 on Community-Panel Number 250001 0006 D. These maps are currently in the process of being updated and new maps should be available starting in 2010.

Areas in the Harbor Study lie within the 100 and 500 year coastal flood hazard zone as indicated on Town FIRM Panel Number 250001 006 D, dated July 2, 1992. Flood zones include Flood Hazard Zone A9, (ELEV 10), Zone A12 (ELEV 12), and Zone B (500 year). New construction or substantial improvements to existing buildings must comply with National Flood Insurance Program and FEMA regulations. Specific requirements are stated in the latest Massachusetts State Building Code-7th Edition are also referenced in the Town Zoning By laws for flood resistant construction.

Flood Zones

A portion of the developable land within the study area is within a FEMA Flood Zone. For redevelopment to occur in these areas, development will need to follow applicable Town, State, and Federal guidelines for FEMA flood zones. In general, development will be more expensive in these areas not only because building techniques

will be more costly, but also because property owners in a flood zone are annually required to carry National Flood Insurance to protect their buildings.

The portions of the study area that are most effected by the FEMA Flood Zones are generally as follows:

- > Existing parcels between Ocean Street and Old Colony that currently are parking lots
- > All waterfront parcels that border along the perimeter of the harbor

One potential strategy is to consider raising the topography of a parcel to an elevation above the FEMA base flood elevation. If filling and raising a parcel's land elevation is approved by the Conservation Commission, an engineer can apply to FEMA to have the parcel removed from a flood zone, thereby reliving it of all the FEMA requirements. This is a particularly relevant strategy because many areas around Hyannis harbor only need to be raised 1-3' to remove the parcel from the flood zone. In addition, the parcels between Old Colony and Ocean Street are likely relatively easy to fill above the base elevation because Old Colony road is already raised and at a much higher elevation than the surrounding topography. Hyannis Harbor Hotel (across from the Hy-Line Ferry Terminal) is an example of how this strategy could work. The parcel land has been raised to keep it out of the regulated FEMA flood zone.

Building Code Requirement for Buildings in the Flood Zone

The above regulations provide design guidelines and limitations for any new construction or substantial improvements to existing structures constructed within the coastal flood hazard zones. Any construction in the flood zones must be designed to meet FEMA flood resistant construction guidelines. These regulations require:

- > Buildings in A Zones must be elevated so that the lowest floor is elevated to be at or above the FIRM Base Flood Elevation (BFE).
- > Enclosed space below BFE limited to building egress and storage

- > Flood vent openings must be provided in foundation walls below the BFE to allow the automatic equalization of hydrostatic pressure.
- > Structures must be designed to resist high hazard wind and flood forces.
- > Buildings must be constructed with flood resistant materials.
- > Mechanical, electrical and plumbing systems must be elevated or otherwise made watertight.

Basements and crawl spaces are not permitted for new or substantially new residential construction that is located in the coastal flood plain.

Commercial properties may have enclosed spaces below the BFE, however, these structures must be designed such that the below grade spaces are completely flood proofed, which is typically cost prohibitive in most cases. Areas designated as flood prone are identified as Special Flood Hazard Areas on a community's Flood Insurance Rate Map (FIRM) and/or other flood prone areas.

Buildings newly constructed or substantially improved in the floodplain are subject to specific structural requirements of the state building code. Section 5323 of the 7th Edition of the Massachusetts State Building Code states the requirements for residential development in A-Zones, including the requirement that the building's lowest floor (including basement or cellar) be located at or above the Base Flood Elevation (or 100-year Flood Elevation). General requirements for flood resistant construction are also found in Appendix 120 G of 780 CMR.

Compliance with the NFIP minimum regulations contained in the Massachusetts State Building code will ensure that buildings newly constructed or substantially improved in Special Flood Hazard Areas will be more likely to resist damages or destruction caused by flooding. Non-compliance will result in substantially higher flood insurance premiums, the potential to jeopardize the community's standing in the NFIP, as well as a higher degree of risk to life and property.

FEMA Flood Zones*



*Approximate areas only- Not to be used for regulatory purposes

Filled Tidelands*



According to information provided by Massachusetts Emergency Management Agency, for Pre-FIRM structures that suffer repetitive flood losses to utilities located in basement/crawlspace areas the community is encourage to implement a utility retrofit management project as an effective means to reduce future flood damages and insurance claims. Several Massachusetts communities have successfully completed utility retrofit projects either through their own financial means or through the use of FEMA's various hazard mitigation grants. The grants generally have a cost sharing agreement where FEMA will pay up to 75% of the eligible project cost and the grant recipient will pay at least a 25% match. Information on FEMA's hazard mitigation grants may be found at: http://www.fema.gov/government/grant/mit_grant_fact_sheet.shtm.

Additional information about FEMA's mitigation grant programs may be obtained from Scott MacLeod MEMA Mitigation Grants Manager at 508-820-1445. For questions or information about the NFIP or floodplain management in Massachusetts please contact Paul Morey of the FHMP at 617-626-1359 or Eric Carlson at 617-626-1362. For questions or information on flood hazard mapping and/or FEMA's Map Modernization Program please call Christopher Penney at 617-626-1352.

Wetland Protection Regulations

Work within 100 feet of designated wetland resource areas must obtain approval from local Conservation Commission and Dept. of Environmental Protection, Wetlands under the requirements of the Wetland Protection Act. The town of Barnstable Conservation Commission also has authority to regulate any activity within their jurisdiction under their local Wetland By-law.

Coastal wetland resource areas are protected under MGL c 131 Section 40 (known as the Wetlands Protection Act) and 310 CMR 10:21 through 35: Coastal Wetlands. Coastal wetland resource areas include

- > Barrier beaches
- > Coastal beaches
- > Coastal dunes
- > Rocky inter-tidal shores
- > Tidal flats

- > Land subject to coastal storm flowage coastal banks
- > Land containing shellfish
- > Lands subject to tidal action
- > Lands under water

In general, these regulations impose significant restriction and mitigation requirements for any activity that will fill, alter or change any of the resource areas protected under the act. Mitigation for any construction activities often includes development restrictions, provisions for proper vegetated buffer zones between developed and resource areas, suitable control treatment of storm runoff and wastewater management.

Chapter 91 – Filled Tidelands

For any new development where its land was historically a filled tideland, the development is subject to Massachusetts Chapter 91, which protects the public's right to access the water. The Town should consider utilizing these regulations to provide ample public additions to the harbor walk and open space systems as new development projects are proposed. An approximate map of the Filled Tidelands as provided by the Towns' GIS department is included here.

Any activity seaward of the Historic high tide line falls within the jurisdiction of DEP Wetlands. In essence, and activity involving the filling, dredging or construction along the shoreline must obtain a license from the Commonwealth under the provisions of Massachusetts General Law (MGL) Ch. 91.

Through Chapter 91, the Commonwealth protects the rights of the public to:

- > Preserves pedestrian access along the water's edge for fishing, fowling and navigation and, in return for permission to develop non-water dependent projects on Commonwealth tidelands, provides facilities to enhance public use and enjoyment of the water.
- > Seeks to protect and extend public strolling rights, as well as public navigation rights.
- > Protects and promotes tidelands as a workplace for commercial fishing, shipping, passenger transportation, boat building and repair, marinas and other activities for which proximity to the

- water is either essential or highly advantageous.
- > Protects Areas of Critical Environmental Concern, ocean sanctuaries and other ecologically sensitive areas from unnecessary encroachment by fill and structures.
 - > Protects the rights of waterfront property owners to approach their property from the water.

Chapter 91 regulations serve to protect traditional maritime industries, such as fishing and shipping, from displacement by commercial or residential development and encourages the development of city and town harbor plans to dovetail local waterfront land use interests with the Commonwealth's statewide concerns.

Geographical Jurisdiction

Chapter 91 comprises four basic areas of geographical jurisdiction. Any activity that takes place in one of the hot link areas listed below requires Chapter 91 authorization. The areas are:

- > Flowed Tidelands - Any project located in, on, over or under tidal waters seaward of the present mean high water (MHW) shoreline.
- > Filled Tidelands
- > Great Ponds - Any project located in, on, over any pond or lake that contained more than 10 acres in its natural state.
- > Non-Tidal Rivers and Streams - Projects located in, on, over, or under any non-tidal, navigable river or stream

Recommendations and Next Steps

One of the greatest challenges new development will face is regulatory requirements pertaining to FEMA flood zones, Conservation Commission and CH 91 permitting issues. A dedicated Town staff member should be well versed in these regulatory processes to help potential developers navigate the requirements.

Summary Matrix

Issue	Description	Action Plan
Utilities	>Refer to 2006 Growth Incentive Zone document for in-dept description of existing utility systems and recommendations for improvements.	
Harbor Infrastructure	>The Harbor Facilities Master Plan is outdated.	>Engage consultant to produce new Water Sheet and Infrastructure Master Plan for the harbor. >Engage all relevant stakeholders in Master Planning process.
Regulatory & Flood	> FEMA Flood regulations, CH 91 Conservation Commission requirements will present hurdles to potential new development.	>Consider creation of Redevelopment Authority to assemble parcels and pre-permit complicated projects. >Provide staff to serve as liaison for potential new developers. >Complete Flood Hazard Mitigation Plan to qualify for Federal & State grant funding >Consider acquisitions for Open Space in flood-prone areas. Amend existing planning documents to discourage development in flood hazard areas.

Chapter 6

Culture, Arts and Open Space

**GATEWAY
HYANNIS**

Cultural and Arts Amenities

Downtown Hyannis has a rich array of existing cultural and arts amenities that are sponsored by both for profit and not-for-profit organizations. Regular events and festivals are an important component of arts and cultural development. The recent investments in the art and cultural infrastructure requires their ongoing maintenance. Because these amenities are managed and promoted by various groups, it is difficult to navigate the range of available options and programs. To analyze where synergies can be built between existing institutions and programs, the cultural and arts amenities have been categorized into three main groups:

- > Working Waterfront and Maritime Heritage
- > Arts and Events
- > The Kennedy Legacy

There are opportunities for the continued development of arts and cultural amenities including restaurants and performance/event

venues adjacent to the waterfront and Main Street district. Arts, culture and maritime heritage can create important linkages throughout Hyannis, thus contributing to overall character of the district and cohesion through integration with public signage and wayfinding systems.

Working Waterfront and Maritime History

Hyannis harbor is surrounded by maritime, historic, cultural draws that are either formally organized or a result of informal gatherings.

Working Waterfront Year Round Attractions

- > Maritime Museum (Maritime Museum): a museum dedicated to Cape Cod maritime history, located on a prominent harbor parcel
- > Bismore Park Visitors Center (Town): An informal gathering of visitors often occurs when Hyannis' commercial fishing fleet docks and unloads in adjacent slips.

Cultural and Civic Facilities



- > Fishing Trips and Boat Chartering (Private):
Located in various slips on Hyannis Harbor.

Working Waterfront Rotating Programs

- > Maritime Festival (Maritime Museum): Hosted in May on Aselton Park, this festival is a celebration of maritime activities on Cape Cod.

Historic Buildings

- > Sea Captains Homes on South Street (Private):
There are a significant number of sea captains homes on the south side of Main Street.

Arts and Events

The Town and the Business Improvements District led the initiative to make Hyannis an arts and events destination. Physical locations for studio and performing arts were provided and rotating programs were organized.

The activities available in downtown Hyannis and the Harbor are grouped below by their seasonality.

Year Round Arts & Events amenities

- > Main Street Private Art Galleries (Private)
- > Pearl Street Arts District Galleries (Town)
- > Cape Cod Baseball League Hall of Fame- Main Street (Private)

Seasonal Arts amenities

- > Melody Tent: Hyannis (Private)
- > Harbor Your Arts: Artist Shanties at Bismore Park (Town)
- > The Cape Cod Baseball League hosts games very close to the harbor, at McKeon Park.

Rotating Arts & Events Programming

- > Artscape Thursdays (Business Improvement District): Local art galleries and restaurants are promoted.
- > Harbor Your Arts - Shakespeare by the Sea & Music (Town): on Tuesdays and Sundays during high season, performances are scheduled on Aselton Park.
- > Movies on the Town Green (Business Improvement District)
- > Farmer's Market (Business Improvement District) – East End

Tours

- > Duck Tour (Private) - Main Street Hyannis
- > Trolley Tour (Private) - Main Street Hyannis
- > Pirate Ship (Private) - Bismore Park Hyannis:
Children's tour of Hyannis Harbor

Locations for Public Art

- > Limited public art locations currently exist on the harbor. Public art should be expanded upon based on the findings of the Downtown Hyannis Art Charrette held in 2005.

The Kennedy Legacy

The opportunity to learn about the Kennedy family and its ties to Hyannis and Cape Cod is a very significant draw for both regional and local visitors.

- > Kennedy Museum - Main Street
- > Francis Xavier Church - South Street
- > Location of JFKs First Press Release - South Street
- > Kennedy Memorial Park - Veterans Beach
- > Kennedy Family Compound – Hyannisport (only view possible is while on the water in Hyannis Harbor)

Existing cultural programming in the harbor can be enhanced through additional events and programs coordinated by the Town, local organizations, and businesses.

Open Space Network: Human Systems

Walkway to the Sea and Harbor Open Spaces

Over the past five years, the Town has made significant efforts to acquire new open spaces around the harbor and link them together with a continuous harbor-walk, the “Walkway to the Sea”. The final connections required to complete the link around the entire inner harbor should be prioritized in years to come. The public waterfront walk is critical to stimulating development and activity in the study area. Open spaces should be programmed jointly with the Town and other organizations to build on the categories listed in the previous section. A public connection from the Hospital to the harbor open space system should be added to the existing harbor walk plans.

Pedestrian Connections: Sidewalks

The first phase of the ‘Walkway to the Sea’ has been effective in getting visitors from Main Street

to the Harbor. However, missing, narrow, and poorly maintained sidewalks are very common in the Harbor district. Pedestrians are often found walking in the street and ferry-goers walking with luggage find it difficult to walk between the ferries and their cars. The lack of sidewalks also confuses visitors, making wayfinding difficult and giving a poor initial impression of Hyannis. Existing Sidewalk locations are identified in the GIZ planning document on page 101, and missing links are critical to construct.

An additional pedestrian link is needed between the medical center area and the harbor. In concert with improvements to South Street and the gateway opportunity at South Street and Lewis Bay Road, a pedestrian path would draw medical services staff and visitors to the water and help to activate this segment of the harbor.

Bicycle Connections

For analysis and recommendations, see Chapter 2, Access and Connections.

Existing & Proposed Open Space Network



Open Space Network: Natural Systems

Natural Systems

One of the main reasons visitors target Cape Cod as a destination is the unique natural environment of the region. It is critical to maintain the diverse population of species on the Cape including native flora, animals, marine and shellfish species. The natural system in Hyannis that is most critical to maintain is the Harbor marine environment.

In the 2006 Growth Incentive Zone Document, the harbor's natural systems including shellfish habitat, natural wetlands and water flows are documented. Please refer to this document for an in depth analysis of existing natural systems and recommendations for improvements.

Degraded water quality is the greatest threat to natural systems. Storm water pipes carrying runoff with sediment, fertilizers and pollutants are connected directly to the harbor. Continuous boat traffic additionally creates water quality concerns. Areas that were once prominent animal and shellfish habitat are affected.

As new development and infrastructure projects are proposed, every effort should be made to improve the harbor's water quality. Storm water outfalls should be disconnected from the harbor and low impact site development practices should be prioritized. Habitat enhancement for animal species including fish, shellfish and birds should be considered wherever possible.

Recommendations and Next Steps

Arts and Culture

> Emphasize 'Working Waterfront' & Local Food: Cultural programming related to the 'Working Waterfront' and locally produced food should be enhanced. Regionally, there are very few destinations that would compete with emphasis of these programs.

>Harbor Programming Organization: One organization should be designated to spear-head the harbor's cultural programming. The organization should be responsible for coordinating marketing efforts the Town, Business Improvement District, Chambers, and other non-profits. Branding, maps, and a singular downtown Hyannis events calendar should be created to combine existing events and organizations. The existing 'waves' and 'sailing' graphics should be built upon.

>Arts & Culture Trails: Develop three separate trails to connect categories of cultural assets:

- 1) The Kennedy Trail
- 2) The Arts and Events Trail
- 3) The Maritime and Heritage Trail

Each trail should include sites and activities for people of different interests with different amounts of time available. The trails should be both physical marked in the pavement or with signage, and designated with brochures. Electronic downloadable information in the format of MP3s or podcasts should be considered.

>Expand Public Art Program: Work with local arts organizations to add additional public art locations along the water.

As new harbor programming is added, it should be categorized according to the 3 'trails' of emphasis listed above, and strategically linked with other existing amenities.

Streetscape Improvements

> Improve South Street: South Street is missing sidewalks making it difficult for ferry-goers to reach the terminals or Main Street. The Town owns a

significant amount of Right-Of-Way on this road and new sidewalks and streetscape improvements should be made a priority. Full streetscape improvements along South Street should include a distinctive new tree canopy and landscaping, new lighting fixtures, a bike lane or dedicated path, and storm water improvements. A plan for streetscape lighting for this area has already been completed, and these recommendations should be utilized.

>Other Sidewalk Connections: Improved sidewalks and streetscape amenities should be prioritized between all popular parking lots, ferry terminals, and Main Street to aid in wayfinding. Improved aesthetics in these locations will heighten curiosity about Hyannis encourage ferry riders to spend more time in the area.

>Old Colony Streetscape Improvements between RTA & Harbor: A wide, pedestrian friendly and aesthetically enhanced connection between the RTA and ferry terminals is critical. The surface should be smooth with easy transitions for rolling luggage. Banners and changing signage are suggested to alert visitors to major cultural programming activities happening in the area. A bike path should be included to connect the proposed terminus of the Cape Cod Rail Trail at the RTA to the harbor.

>Create a Bicycle Destination: In the paved corner of Aselton Park, a bike storage parking area with potential bike rental could be added. Bicycle path signage with connections to the regional Cape Cod Rail Trail should be made. A connection via Old Colony Road (with extensive Right of Way) to Kalmus beach should eventually be made.

Natural Systems

>Disconnect Storm Water Outfalls & Emphasize Low Impact Development: It is recommended that the Town take every opportunity to disconnect storm water outfalls from the Harbor. Design and Infrastructure Plan guidelines requiring LID and bioswales should be strictly enforced in both public and private projects. New natural riparian

environments should be added to filter storm water wherever possible. Every opportunity to improve water quality before it enters the harbor should be taken.

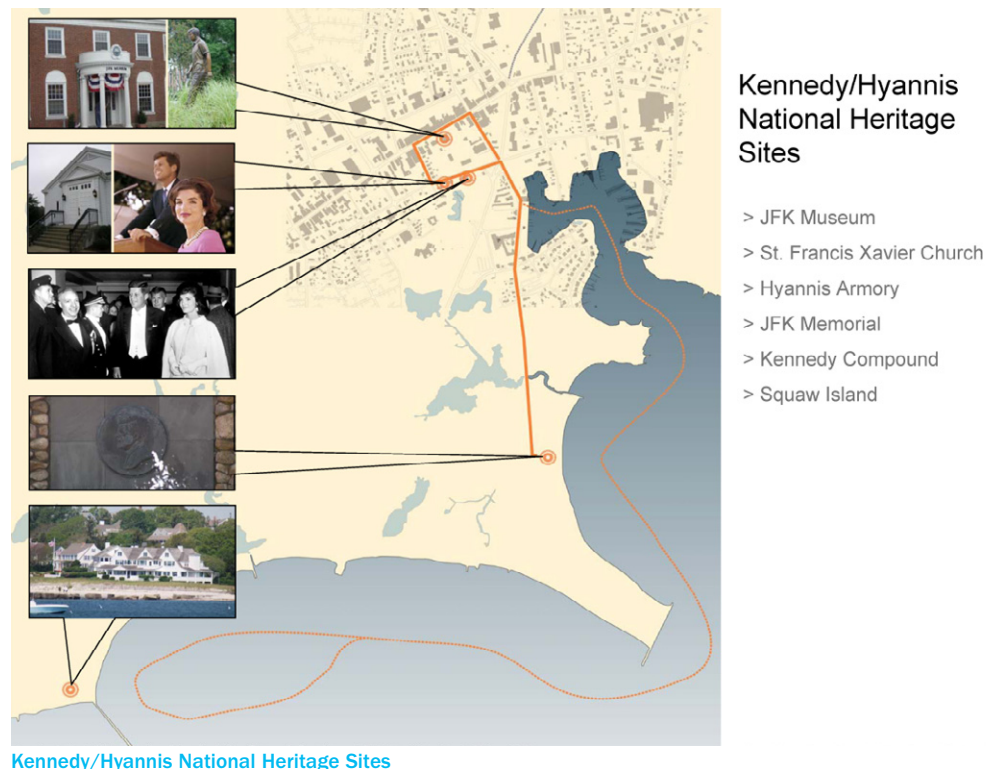
>Emphasize Planting Native Species: Wherever possible, native species in new plantings should be utilized to create a 'seed bank' of species that can spread within the landscape. Plants with foraging and habitat benefits for wildlife should be considered.

What-if-Scenario: Cultural Trails

Experiential, didactic, and educational walking trails are effective tools in stimulating local culture and encouraging heritage/cultural tourism. Examples such as the Freedom Trail in Boston and the Civil Rights Walk in Birmingham, Alabama weave their way through their communities, connecting places of cultural value within a master-narrative that enhances elements of a place's culture and 'brand.' Additionally, circuits can be routed to include under-

utilized, emerging and to-be-developed sites of cultural importance, as well as existing commercial enterprise that may benefit from increased pedestrian volumes. Partnerships between government, non-profits and private enterprise are often the sponsors and stewards of these trails. The following diagrams illustrate the potential for the three different previously described trails for Hyannis:

- 1) The Kennedy Trail
- 2) The Arts and Events Trail
- 3) The Maritime and Heritage Trail





Arts & Events Trail

- > Galleries
- > Harbor Your Arts
- > Pearl Street District
- > Art Installations
- > Mets Baseball/ McKeon Par
- > Melody Tent



Arts & Events Trail



Maritime & Heritage Sites

- > Maritime Museum
- > Sea Captains Houses
- > Ways to Water
- > Shellfish Area & Wildlife



Maritime & Heritage Sites

Summary Matrix

Issue	Description	Action Plan
Cultural & Arts Amenities	<p>>Increase activities around harbor to support three trails:</p> <ol style="list-style-type: none"> 1) The Kennedy Trail 2) The Arts and Events Trail 3) The Maritime and Heritage Trail 	<p>>Designate one organization to coordinate all events and programming on the harbor. Add festivals and street vendors. Emphasize working water front and local food.</p> <p>>Engage marketing consultant to create marketing strategy for the harbor area.</p> <p>>Engage consultant to design three new cultural trails including interpretive exhibits both electronically and on the ground.</p> <p>>Work with Kennedy legacy to emphasize this brand and programming in Hyannis. Explore partnerships for new Kennedy family visitor destinations including possible consideration for National Park Designation.</p>
Open Space	<p>>Provide continuous bicycle and pedestrian linkages around the harbor, including connections to the proposed Cape Cod Rail Trail, Main Street, Ferry Terminals and long term parking lots.</p> <p>>Continue 'Walkway to the Sea' to link all town open spaces entirely around Town Marina. Improve open spaces around harbor as funding allows.</p> <p>>Provide pedestrian link between medical services area and the harbor.</p>	<p>>Engage consultants to create prioritized streetscape improvements plan for roadway, sidewalk, and bike path construction</p> <p>>Continue efforts with private property owners to extend 'Walkway to the Sea' to Hyannis Marina.</p> <p>>Consider creation of an Downtown Hyannis Open Space Plan to prioritize future open space improvements and funding allocation.</p>

Chapter 7

Potential Funding Sources

GATEWAY
HYANNIS

Below, an initial list of potential funding sources for public and infrastructure projects is provided as a starting point for next step discussions.

Item #	Funding Program	Administrator	Goal
OPEN SPACE AND INFRASTRUCTURE			
1.01	Community Development Action Grant (CDAG)	MA Department of Housing and Community Development	Funds for infrastructure improvements that result in job creation and economic growth. Provides support for publicly owned or managed projects in areas where private investment will not otherwise occur without the CDAG grant.
1.02	Urban Self Help Grants	MA Department of Housing and Community Development	Funds for open space project construction and property acquisition for new open space in under served communities
1.03	Community Development Block Grants (CDBG)	HUD	
1.04	Community Preservation Act Funds (CPA)	Town of Barnstable- CPA	Acquisition and preservation of Open Space
1.05	Coastal Pollution Remediation Grant Program	MA Coastal Zone Management	Intended to improve coastal water quality by limiting polluted runoff from roads and upgrading boat waste haul out facilities
TRANSPORTATION			
2.01	PWED		Funds for Transportation Improvements
2.02	State Transportation Improvements Program (STIP)	MA Department of Transportation	The State Transportation Improvement Program, or STIP, is a compilation of the thirteen regional Transportation Improvement Programs prepared annually by the state's Metropolitan Planning Organizations. It is essentially a listing of priority transportation projects (highway and transit) listed by funding category and fiscal year. The STIP is reviewed and approved by state and federal transportation and environmental agencies.
2.03	Transportation Enhancement Program	MA Department of Transportation	Transportation Enhancements (TE) activities are federally funded, community-based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure.
CONSULTANT FUNDING & ARTS & CULTURE			
3.01	Adams Grant	Massachusetts Cultural Council	Funds development of Arts and Culture Seed projects. No capital funding- only consultant and staff time.
3.02	MA Preservation Projects Funds	MA Historical Commission	Supports the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places (such as the Armory)
3.03	MA Downtown Initiative	MA Department of Housing and Community Development	The MDI Technical Assistance Site Visit Program provides assistance to communities, through consultant services, targeting specific issues related to a community's downtown revitalization efforts.
3.04	Economic Development Administration's Public Works Led Facilities Planning Grants (Economic Development Assistance Programs)	Federal Economic Development Administration	Public Works, Planning, Local Technical Assistance, and Economic Adjustment Assistance Programs that will promote comprehensive, entrepreneurial and innovation-based economic development efforts to enhance the competitiveness of regions, resulting in increased private investment and higher-skill, higher-wage jobs in areas experiencing substantial and persistent economic distress.

Amount	Application Deadline/ Grant Cycle	Competition	Contact Information	Other Information
1m maximum	Rolling	State	http://www.mass.gov/dhcd/components/cs/1PrgApps/CDAG/default.HTM	
500k matching grant		State		
			http://www.hud.gov/offices/cpd/communitydevelopment/programs/	
Varies	Rolling	Local	http://www.town.barnstable.ma.us/growthmanagement/PropertyManagement/CommunityPreservation/	
Varies	Annual	State	http://www.mass.gov/czm/cprgp.htm	
		State		Usually selected through political affiliations
Varies	List created Annually	State	http://www.eot.state.ma.us/default.	
Varies	Rolling	State	http://www.eot.state.ma.us	
Varies- 50% reimbursable matching grant program	Annual	State	http://www.sec.state.ma.us/MHC/mhcmpmf/mppfidx.htm	
Varies		State	http://www.mass.gov	The TA Site Visit Program is limited to non-entitlement CDBG communities.
Varies	Rolling	Federal	http://www.eda.gov/PDF/FY09-EDAP-FFO-FINAL.pdf	

FLOOD MITIGATION			
4.01	Pre Disaster Mitigation Grant Program (PDM)	FEMA	To reach a higher level of risk management and risk reduction through hazard mitigation planning and the implementation of mitigation projects and activities prior to a disaster event. This funding is specifically targeted for implementation of flood mitigation strategies.
4.02	Hazard Mitigation Grant Program (HMGP)	FEMA	Funds to significantly reduce or permanently eliminate future risk to lives and property from natural hazards
4.03	Flood Mitigation Assistance (FMA)	FEMA	To implement cost-effective measures that reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the NFIP

Varies		National		Town must complete Flood Hazard Mitigation Plan first to be eligible then apply through State Emergency Management Agencies
Funds are based on a percentage of the total public assistance and individual assistance programs given during an event.	Available following a major disaster declaration if requested by the Governor.	State	http://www.mass.gov/dcr/stewardship/mitigate/grants.htm	Town must complete Flood Mitigation Plan first to be eligible
Funding is an annual allocation to the State based on the number of NFIP insured properties and number of repetitive loss properties.	Available after a national event when the president releases funds.	State	http://www.mass.gov/dcr/stewardship/mitigate/grants.htm	Town must complete Flood Mitigation Plan first to be eligible

An aerial photograph of Hyannis, Massachusetts, showing a dense residential and commercial area with a prominent waterfront. The image is overlaid with a semi-transparent blue filter. The word "Appendix" is printed in large, white, sans-serif font in the upper left quadrant.

Appendix

GATEWAY
HYANNIS

Stakeholder Participant List

Stakeholders present at the October 2009
Charrette included:

- > Steamship Authority representatives
- > Hy-Line Ferry representatives
- > Town Harbormaster
- > Town Growth Management Department Staff
- > Business Improvement District Staff
- > Maritime Museum Director
- > Various Private Property Owners

Additional outreach meetings were held with the
following participants:

- > Cape Cod Commission Staff
- > Hyannis Marina
- > Town Growth Management Department Staff

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