

HOUSING SUMMIT

VETERAN'S MEMORIAL COMMUNITY CENTER

JANUARY 10, 2014

Community Housing Council: Kristin Hatch, Ann Maguire, Susan Cook and Donna Szeker.

Board of Selectmen: Elaine Anderson, Erik Yingling, Tom Donegan and David McChesney.

The Housing Summit was called to order at 9:00 A.M.

Elaine Anderson welcomed the participants. She thanked the COA, Michelle Jarusiewicz, and the Housing Council for putting together the event. Michelle said that she is hoping to come up with new strategies and new energies from participants and people in the community in order to deal with the housing issues in Town.

Ann Maguire, Chair of the Community Housing Council, said that the BOS had requested that a housing summit be held. The last summit was held in 2006 and facilitated by John Ryan. As he is familiar with Provincetown, he was invited again to facilitate. In the morning session, he will talk about what the Town has done, what has changed since 2006 and where the Town stands today. She explained how the summit would work. The participants will split up into various smaller groups to discuss different topics after lunch. Ann, Gloria McPherson, Michelle, and the other members of the Housing Council will be joining groups to help facilitate the discussions. After the small groups, everyone will meet together to discuss what was talked about in the smaller groups, for questions and answers and to help devise concrete plans for the next steps. CHC has asked for CPA money to fund two initiatives to help seniors, disabled people and veterans keep their housing, which includes members of the community tackling home improvement jobs, for rental assistance to small income households for up to three years and to provide on-going financial counseling to help people become more self-sufficient.

John Ryan gave some opening remarks. He is no longer in housing, but he couldn't resist returning to Provincetown. It is a landmark for our culture and he doesn't want it to slip away. When he looks at the issue of housing over the last 6 years, he senses the vulnerability of Town to losing its sense of community over time. The issue has to be approached in a thoughtful, pragmatic way. He wants people to think of what the vision of the Town is for the next 20-30 years and step aside from where the Town is at now. He is hoping at the end of the summit there will be enough energy generated for moving some ideas forward.

He wants to commit to doing something today. The first part of the conversation is what has been going on in Town in order to address the issues of community housing. The Town has done more than almost any other community that he has worked with in Massachusetts and Vermont. 60 or 65 new community year-round rental units have been created. That is a significant increase in what was available and the Town has the highest percentage of homes that are considered affordable. There needs to be more incentives in the Town By-laws for folks to make their homes available to renters affordably and give them tax breaks that provide opportunities for supplemental units and accessory apartments. All the efforts made are laudable and he applauds the Town. The community clearly does care, and has made that very obvious, and has committed people who care about housing and making affordable housing available. The nature of the housing problem is not indifference. The housing issue is ever present and will be in this Town because of the attractiveness of living here and the ability of people to pay ever higher prices for housing and real estate. It has been increasingly more difficult to sustain as a year-round place. There is no easy answer to how to resolve that. Long past when the Town no longer provides the services or community that attracts people, its reputation will still draw people here. People will continue to come even when it is just a shell of itself. And the Town should try and avoid that.

He assessed what the needs were in Town back in 2006. He looked at a whole range of things and recognized that there was a need in a variety of areas. He went back and looked at that information and wants to relate what

he found, but would like to ask participants to give him an idea of where the Town is at right now in terms of the state of housing and what they see as the nature of the problem and what might be done about it.

Maggie spoke of her concern about the lack of housing for year-round seasonal employees.

Mary-Jo Avellar raised the issue of the Town being surrounded on three sides by water, the ownership of 75% of land by the Cape Cod National Seashore, the scrutiny of Truro regarding our water use, the Growth Management By-Law, our limited physical resources and the popularity of second homes. Where is the housing going to be built in this difficult situation with the strictures the Town puts upon itself?

John reiterated that the infrastructure issue and the availability of land is inhibiting.

Mary-Jo reiterated the difficulty of dealing with the Town of Truro wanting the water that goes to Provincetown to stay in Truro for their own growth and development needs.

Duane Steele said that the water issue has severely restricted growth in Town. The housing situation has always been a problem in Town, it's just more severe now. The population has changed. Why were so many people against condominium development? There is a problem with zoning restrictions, including the Growth Management By-Law, that have been passed which prevent accessory apartments from being established.

Reverend Brenda Haywood suggested that the building of high-priced private homes on previously undeveloped land has been an issue. Many houses get sold and then go into condominium conversion. People leave Town because they cannot afford to live here. She suggested that a partnership with Habitat for Humanity could be established to build affordable homes. Only one duplex has been built here by Habitat.

Someone asked about John's plan of attack. He replied that he is facilitating this meeting and is hoping to channel energy of participants and the community and their commitment to diversity, justice, action and accountability in regard to housing.

Jennifer Cabral commented on the critique of the Growth Management By-Law by a previous speaker. She doesn't agree and sees only a growth in density due to condominium development. 70% of homes are owned by second home owners and it is appalling to walk around Town in need of housing and see empty houses. They used to be empty due to seasonality of Town, now they are year-round residences that the owners do not want to rent. The Town has been over-developed. Sub-standard places that were rented by Town's people in the past were at least affordable.

John says that everyone is not going to agree. But there is an agreement that development of condominiums has not resulted in affordable rental housing.

Cass Benson is concerned about families leaving Town because of the non-affordability of housing. There is still a school in Town. Parents and families are an important part of the community. This issue needs to be addressed.

In regard to household size, there are a lot of single-person households. There are different sets of solutions to different sets of problems.

Char Priolo said that a major problem is that people are attracted to living here and come in with lots of money and build trophy homes, in essence, changing the Town. There is a conflict in this. Housing is scarce for many people, including kids that go away to college and come back and cannot afford to live in Town. Large families

cannot find rental housing. She agrees with the restrictions because there is only so much land available on this peninsula.

John said that he would like to have as a running theme today the relationship of the year-round people to the people who only use their property seasonally. If those two worlds go in opposite directions and differ on what the needs of the community are and will be, that creates a problem. The Town needs to have a dialogue with the second homeowners in regard to becoming more a part of the community and to deal with the differences between the groups. They have to be allies and an aspect of the way to move forward.

Erik Yingling said that his generation is becoming scarce in Town and on Cape Cod because of a lack of access to housing and jobs. There is more access up Cape. He is in favor of a multi-pronged, aggressive approach, including revising by-laws and inclusionary housing by-laws. The Town should be allied with developers interested in providing community housing. Developers should be partners with the Town. He wants all ideas on the table.

John said that the Town has to be clear about the issues and what it wants and then willing to work to make things happen. Housing is only one prong of the problem. Low wages are also a part of the problem. These issues are intertwined. Low wages create a very different set of opportunities. There has to be as much work on raising wages as on creating affordable housing. If you don't have a stable base of housing, there is no continuity or opportunity to allow people to come to Town to grow a business that is year-round.

Catherine Russo said that a lot of people spent time developing the Local Comprehensive Plan that has not been implemented. BOS should make sure regulatory Boards follow the LCP. People know their neighborhoods and should have more of a say in what happens in them when issues come before the Zoning Board of Appeals or Historic District Commission. Why have an LCP if the Town is not going to follow it?

Dian Hamilton suggested being more inclusive with all segments of the community, such as the Jamaican, Latino and Eastern European workers, in regard to these meetings. All segments of the community should be part of this discussion. We need to create a trusted avenue for grievances by seasonal workers so that they feel comfortable in coming forward. Are there any ideas on how to address those unjust, potentially racist practices and how to deal with them?

Robert said that he has rented his house and it was not a good experience. His house was heavily damaged by his tenants. Massachusetts is a tenant-friendly state. As a homeowner, he is against how affordable housing has been handled in Town. He worked hard to be able to live in Town and went without a lot of things. This is an expensive Town to buy in and live in, it is a resort Town. His mortgage payments are high and he has high costs as a homeowner. He thinks that people who live in affordable housing should not complain about their living costs and have no concept of what homeowner's pay for expenses. Affordable housing needs to be looked at from a different perspective.

John said that they should look at where to move forward from here. Opportunities are different. What has been said gives him a sense of where folks are at in the room. He reviewed his two-page housing update. Data supports the conclusion that things are better than they were in 2006, however it is like filling a bucket with a hole in it. It takes a lot of work to develop and build affordable housing. In that same period, 350 residential units of multi-family housing have been converted to condominiums. Most of those condominiums are not available on a year-round basis anymore. Stock of year-round housing is being converted to seasonal housing. A lot of that stock is where rental housing existed. There are enormous financial reasons why that is happening. The number of units being converted each year has dwindled. There are only a few year-round 2, 3 or 4-family houses left in Town. These are vulnerable to condominium conversion. Other troubling issues are that in the last

seven years the number of jobs has stayed the same while the number of residential workers who live in Town has dropped by 15%.

44% of renters were paying more than 35% of their gross income for rent. In 2010, it was 50%, which is probably the highest in the state. Provincetown has the highest unemployment in the state and the highest wintertime unemployment in the state. And those numbers continue to go up. Between 2000 and 2010, the elderly population did not expand.

There was a question as to the Town's ability to provide services for an aging population moving forward. Average wages paid went up in faster in Provincetown even though the number of people working in low wages jobs has increased. In order to get people into low-paying positions, you have to pay people more because they are coming from out of Town. The jobs are low-paying, but people are getting paid a little more because of the cost of living here. That is going to be a burden on businesses to continue to meet their payroll. This is more obvious over a long period of time. When it comes to owning a home, it makes meeting the down payment impossible if you are at a low-paying job and out of the range of most people. There are fewer opportunities to address that than the affordable rental housing issue. These trends won't be easy to turn around. In a town that has a very high percentage of seasonal housing, there are often more houses than people looking for housing. According to the American Community Survey, there are 2700 homes that are seasonal or part time. Is there an accurate count of homes that are vacant year-round?

Mark Weinress stated that even though Provincetown is a town, it functions as an urban environment when it comes to housing issues. We are a seasonal town with an urban housing problem.

John agreed that the Town functions like an urban center. The unique characteristic is the comparison of wages and housing costs.

Candace Collins Boden said that in her opinion, the Town is becoming more seasonal. The length of seasonal jobs is becoming shorter. Affordability is related to jobs.

It is a tough situation. The economy is dependent upon the people who visit Town or who own second homes. The key is the changes in how that population utilizes their stay in Town. Now that there are more second homeowners in Town and fewer guesthouses, those people require less of what the Town depends upon for its viability.

Elaine mentioned an idea about a possible partnership between the Town and the business community for worker housing. The idea would be for unused town buildings to be converted into efficiency apartments and rented to employees. This is a potential solution to summer housing.

John said be wary of thinking there is one solution to this problem. There has to be a myriad of things that have to happen in order for real change to take place. Don't waste energy on figuring out what the most important problem is, seasonal or year-round housing. Put energy into ideas you really believe in.

Michelle G. stated that she had hoped to get some ideas about how to engage second homeowners in this issue and how to get them to care. Now they don't seem to have a concern about the community. How do you get them to put money into solutions? They potentially could bring talents and skills that could address this issue.

John said that to not tap into that pool of skills would be a missed opportunity.

Mary-Jo mentioned that there is a second homeowners' organization that has been formed to have a greater voice in what happens in Town because they pay a significant amount of taxes.

John suggested that the idea be reframed to be that they want to become more engaged because they care about the community as opposed to because they pay a lot of taxes and that they want to be engaged in the vision of the community. The two groups, residents and non-resident property owners, should work together and not at odds with each other.

Mary-Jo mentioned that the Growth Management By-Law only allows the creation of 28 new bedrooms a year and that is a restriction. Even if there was developable land or multi-family house that could be converted into affordable housing. There are real issues with some of the zoning by-laws.

John suggested revising the by-laws to encourage the kind of housing that would be sustainable over the long haul. What he finds challenging in inclusionary by-laws in communities is that they allow a higher percentage of market rate units to be built as compared to affordable units and that creates a situation where a town will never catch up, especially Provincetown.

There was a question about how much optimism should the Town have in terms of solving this problem? Are there solutions that have worked for other towns and has he witnessed real change in communities that have addressed this issue?

John said that it's always a struggle. Special places, like Provincetown, have been sold to the highest bidder. In this economy, more people are able to live where they want and be the highest bidder. You have to try to carve out opportunities for a segment of the community that doesn't operate in that sphere. He gave the example of Martha's Vineyard where businesses got involved and private money was donated to create affordable housing. Creative solutions came out of leadership and commitment. There seems to be an on-going commitment to community housing more than in the past. But it takes an enormous amount of work to develop community housing and the communities that understand this are the most successful.

You would have to raise money close to \$6000-\$8000 per household to subsidize housing. There is no way to get that through HUD's Section 8 or other programs. Where is that money going to come from? Province Lands doesn't meet the needs of everyone, but provides opportunity for those who it did help.

People are being evicted from places that were going to be converted. There are tiers of need for housing in Town.

An audience member said that language is confusing, 'affordable housing' is not 'low-income housing'.

John said that it is now being called 'community housing'. Most homeowners in Town could not afford to buy their houses today. The question is: Are you going to take that value away or leave it for generations to come. Are you going to take that money away? For most people it is their nest egg. Is all of it yours? Or is it because you made that money because you were lucky enough to have lived here long enough?

Duane: There are 3 levels of housing needs; the elderly, the Province Lands tenants and others who are not eligible for affordable housing. Even market rate rentals are hard to find.

How do you turn existing housing into affordable housing?

Tom Donegan stated that they should think about housing on a micro-level and not trying to solve the whole problem all at once. The Town should think about tax incentives as well.

John said treat it like one or two units at a time. How do you do that? It takes money and time.

Jennifer sees an inherent PR issue. In the broader population, there are a lot of people are opposed to the idea of government subsidizing housing with tax money. What do you say to those people to help persuade them?

Everyone is an individual and each of those people has had experiences that brought them to that opinion. You should listen carefully to them and try to understand them before you tell them what they are not understanding correctly. This community has common values, but there are people that you will never convince. Don't let that stop you. You can't convince everyone. You have to keep moving forward.

There should be tax exemptions for affordable housing and figure out how to get those to work better? There is not much movement in private affordable housing. John wants to figure out what can be done.

How do you balance affordable ownership with affordable rental? John asked how much effort should be focused on each? He encourages focusing more on home ownership rather than rentals. It contributes to continuity in a community. There have been projects that have developed units for ownership, but a lot of subsidies are no longer available for that kind of development. The need for affordable ownership is still there, but the energy is not there because the opportunity is not there now, so the priority now falls more on the rental side. The ownership issue remains an important one.

With respect to new construction, how do you begin to identify micro and larger projects? What is the process going forward? How do you identify where the money is to purchase the land.

Elaine mentioned that the Town now has two buildings on the market now. That is existing space. And the Town has 80 developable lots left in Town. That is the existing inventory.

John said that there is a lot of money available for conservation land on the Vineyard. In the last few years there are partnerships that link the purchase of conservation land to an affordable housing component and it helps make the financing work.

Catherine mentioned co-housing, a system where people who are going to live in the housing develop the housing. It is non-profit endeavor and the value is retained by the residents. It is where people develop a community within a community.

How should the Town best use its existing housing stock?

Someone mentioned some examples from Vermont that were successful. Co-housing was one of the successes. Another idea is that if someone sells a home, the equity would be given back to a community trust. This is a good idea for young families. In addition to those ideas, all summer homeowners were contacted by the Governor of Vermont after Hurricane Irene and those homeowners decided to let people come and live in their home until they got help. It was very successful.

John stated that the reality is that folks are afraid to rent their homes because of potential damage is real. Given that reality, what would it look like to overcome that? How do you make it attractive?

How do you dis-incentivize condominium conversion to preserve rental stock? You have to try and make it harder to convert housing stock in condominiums.

Elaine said that at the previous summit, an idea about using space above commercial buildings for rental housing was suggested, however it hasn't been very successful. Another idea involved using commercial storage space for housing space.

Ted Malone said that the accessory housing by-law did not get implemented from the 2006 summit. It has been underutilized and that has to do with its long-term deed restriction requirement. Perhaps the deed restriction of 20 years might be reexamined. Other towns have been more successful with affordable accessory apartments with no restrictions. A lot of people have more house than they need.

A lot of laws and incentives on books meant to promote affordable housing are not being utilized properly. How do you utilize those differently?

In Vermont they have a home share idea for elderly people who open their homes to people for a reasonable or no rate because they want to stay in their homes and out of assisted living. It is about trust and safety to share your home.

There will be a group today that will look at senior and disabled issues in the community. How so you deal with this segment of the population? And if they be able to stay in their houses is an increasingly important issue.

The projection of the number of the 65+ individuals was 1000 and in actuality it was 600 in 2010. This was lower than projected. The issues of care needed for that change in population is a driving force in the economy in future and how it intersects with housing will say a lot about whether that segment gets to stay in Town as they age. It is about trust and safety. It is the same issue of trust and vulnerability as second homeowners renting their houses. The community has to find a way to help take the burden off the homeowner and protect those homeowners and indemnify them.

How was this done in past? People with personal connections to the homeowner were used. The approach has to be at the personal level. John doesn't think a bureaucracy can do that. It has to be networking amongst the community. We need younger people to think about when they are older and help to create the infrastructure for these ideas now.

Disabled and senior residents demand different kinds of solutions than working people. How can we help that segment of the community? 60-80 senior folks would qualify for affordable housing if it were available.

Duane said that the Housing Authority has been moribund for a while. We have to be able to expand Maushope and develop similar housing. We should encourage seniors in affordable housing to move into that kind of housing, similar to Maushope, leaving their units to be rented by someone in need of affordable housing. There have been things happening, but how to do that and utilize land?

Kristin Hatch said that the main problem is money. The federal and state income sources are not giving away money for housing for seniors or anyone else. The money now is predominantly for family housing. The Town had to get special dispensation to get 1-bedroom units at Province Landing. It is the question of family v. senior housing. Senior housing used to be a priority, but its heyday ended 30 years ago. Because fewer funds are available, the decision at the state and federal level is for families.

There has to be a change in how funding happens. Kristin said it is not lack of will, but it is always the money. How do you begin to raise the money?

John said that the money is a big number, bigger than you would want to know. Tom said that if you bought all the property in Provincetown at market value, you would spend \$3 billion. John said that 15 years ago, that would have been \$1 billion. A lot of it is big mortgages. Where are you going to raise money?

Duane suggested the Town offer older residents life estates in their properties and acquire their property after they die. Should the Town figure out how to buy a person's property at the lowest price you can, condo it and sell at a higher price to a seasonal person? How do you do that as a Town? How can you learn from developers and realtors? Are there any realtors who would be willing to help in this effort?

How do you change the attitude in Town about developing housing? You could try and convince people that we are all in this together. John doesn't know if he can help with that issue. People in the room today could go talk to someone about what happened at the summit today and have a conversation with others about how to solve the issue and try to change attitudes. How do you empower people and not be called a socialist?

Sarah Bailey said that another way to change attitudes is if everyone in room could donate an hour of their time to help with this effort, such as grant writing or fundraising. And then talk to their friends and ask if they could donate an hour of their time and on and on.

John's frustration is that the people making decisions about housing are rarely the people that need it. The people who need it should lead. At the last summit, there was a lot of energy and Town Hall was packed. However, no renters went to Town Meeting and a lot of the proposals got voted down. The renters didn't care enough to show up at Town Meeting to support the ideas. Needing housing is not a stigma. That's just the way it is.

Mary-Jo said that the press is not here to cover the summit. There is no reliable, responsible press to support and promote these ideas. John said that there is an opportunity.

Stephen Milkewicz noted that the biggest landowner in Town was not present, the National Seashore. How come they are not more involved in the Town? We should be getting revenue from beach parking. There was someone from Congressman Keating's office, Andrew Nelson. John said that he needed to keep the pressure on Mr. Keating. Mr. Nelson is going to write a memo to his office and let his office know what happened at the summit and keep the Congressman apprised of what is happening. John said that the value of the memo will be in how many people call Keating's office and reinforce what the memo said.

The land behind Maushope was discussed. Steve said that it is now conservation land.

LUNCH.

Group Reports:

Existing Resources: Jennifer said that some of the ideas they came up with are to develop tax breaks or rebates for those who are land rich and cash poor. Figure out how to give help to the average guy without too much financial pain. In addition, the idea of acquiring micro-dwellings and making cottage colonies. There are small pre-fab dwellings available. Perhaps hold a contest for local architects to design micro-dwellings. How could you take all the houses in Town and convince property owners to become interested in becoming landlords. She suggested creating a liaison to help property owners and answer their questions. There is a Cape Cod landlords' association that can help with questions and offer seminars on how to vet tenants. In addition, find a way to offer insurance for homeowners for their property, like a renter's insurance. Subsidize a program like that and have tenants contribute to that instead of putting down a security deposit. The insurance could cover lost rent and damages. The Town could subsidize the insurance. We need to change the perception of what an affordable tenant is and dispel all of the negative stereotypes. A database of places to rent that are available could be created and people in need of housing could be coordinated with those places, like a Match.com. Other suggestions discussed included SROs (single room occupancy) for people who are just need a place to live and work, cottage colonies and houseboat communities.

Out of the Box Group: Kristin reported that they talked about a lot of things, but narrowed it down to three. One was water living and bringing back the Provincia, or something similar. Another idea is to match up someone with an elderly person who would open his or her home to a tenant. Someone in the group was going to contact the Vermont people who work with this model and find out how it worked. Also find out how that program would that be set up and administered? Keeping a senior or disabled person in his or her home in addition to providing housing for someone is a win-win situation. The third idea was to work with second homeowners in Town. In addition they discussed having the Town or other organization buy properties in need or renovation, creating rental units in them and renting them out. Another idea mentioned is for realtor's to give a percentage of their commissions on sales to affordable housing.

Seasonal Housing Group: Many people and students coming from other countries and there are employment tiers in Town, including the largest employer or tier, which is Stop-n-Shop. The medium tier, a business with 20-30 employees, are taking the initiative and buying up properties to house employees. The smallest tier, which is the largest group usually have to house 2-3 people. All of these sectors needed to be looked at. Dormitory style housing has to be looked at. Stop-n-Shop is already looking at that idea. The Town could learn from them. Grace Gouveia and the old Recreation Center would be potential candidates for this type of housing. There are groups in up Cape towns who have a J-1 non-profit, church-driven program, to help students find housing. The Town should look at forming a similar non-profit program. The accessory housing by-law is not being used. The deed restriction should be lowered. In order to help seasonal and year-round housing, they talked about using trailers and small houses. They need a location and have to find out the cost of the units. Maybe unused FEMA trailers could be utilized. There is space at the old VFW property. Perhaps the Town could get the support of a company who makes small houses to subsidize the cost. The seasonal workforce will still need housing and will continue to come back year after year.

Senior/Disabled Group: Patrick Manning said they discussed the potential expansion of Maushope in 6 or 7 years. There are one or two lots available abutting Maushope. Also discussed was reaching out to the second homeowners' association for housing opportunities. They need to create an alliance. He said that they would look to set up a meeting with that group. Can they financially help support creating senior housing? Another idea discussed was matching seniors who have housing with caregivers or companions who need housing. There would be a consortium of groups in Town that could implement this.

Raising the Money Group: One simple idea is to put a voluntary check box on property tax bills to earmark money for affordable housing. Town Counsel would have to be consulted about this idea. Or enable tax payers to make a tax-deductible contribution to a non-profit affordable housing group. Also discussed was the idea of betterment forgiveness, in that a development would be forgiven sewer betterments if affordable units were built. CPA money could be reapportioned and more money could be devoted to affordable housing. In addition, an idea called adopt-a-project/outreach, which encompasses tapping into second homeowners association, was discussed. A lot of those people in that association are looking to give back to the community. Many come throughout the year, not just a couple of weeks a year. Also discussed was forming a non-profit dedicated to affordable housing by second homeowners' association. The final idea was to look at a specific individual's housing situation. By putting a face to the problem, people would be more likely to donate money to the cause of getting that individual housing. That makes a difference for fundraising.

John said that this process should not stop here. He asked group scribes to write down their notes and send them to Michelle. He encouraged everyone to not lose momentum and use these ideas for a framework to move forward. Was there anything that anybody mentioned that could be put on the warrant for Town Meeting? Several ideas were mentioned, including a Zoning By-law that prohibits single-family houses from having rentals and changing the nature of the accessory dwelling by-law change to ease restrictions. The Housing Council will get proposal language in front of Planning Board. The Town Planner will look at regulatory fixes.

Should the BOS look at selling of the two Town buildings and should they be used for affordable housing? Does that have to go to Town Meeting? Tom suggested that someone come up with a plan on how to convert those buildings. Sealed bids have already been submitted to the BOS for those buildings. Some entity needs to make a strong enough case to convince the BOS to wait on opening the bids. Elaine said that the BOS might get a proposal to include affordable housing in those bids. The alternative should be proposed soon. Time is running out to have a positive impact. The CPA funding change in percentages needs to be put on the warrant. Ann Maguire said there is a proposal for that pending.

For John the key is taking the energy from today and focusing it into actions. There is another session scheduled for February 28th. The most effective way to use that day is to take the ideas from today and put them into a logical form and understand the timelines, the priorities and what gets moved forward. A document needs to be in hand at the end of the session on how to address and who needs to be involved. Someone suggested that the minutes from each group be e-mailed to people who signed in. He hopes that this conversation will continue in the interim until February 28th.

Ann Maguire suggested putting the ideas into a doable plan of action. Has something not been discussed?

Raffie mentioned jobs and incentives for businesses to stay open in the winter. Economic development and job creation aspect is important. The season should be extended to make it possible for people to work longer. Is it possible to connect with people on Martha's Vineyard?

Fill out evaluation forms. John needs someone to scribe those.

Respectfully submitted,

Ellen C. Battaglini