



CapeCod[®]

CHAMBER OF COMMERCE

“Guiding Cape Cod Business”

ANNUAL REPORT 1999

MISSION STATEMENT

It is the mission of the Cape Cod Chamber of Commerce to strengthen, support and promote the economic viability, cultural richness, environmental sensitivity and the social needs of Cape Cod.

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AFFILIATED ORGANIZATIONS

- Harwich Chamber of Commerce
- Chatham Chamber of Commerce
- Dennis Chamber of Commerce
- Eastham Chamber of Commerce
- Orleans Chamber of Commerce
- Cape Cod Canal Region Chamber of Commerce
- Cape & Islands Association of Realtors

LETTER FROM THE CHAIR

*D*ear Cape Cod Chamber Members & Friends,

It has been my privilege to chair your Board of Directors for the past two years. A new era for the Chamber has begun with the participation of the many members of the Chamber, the Board of Directors and the noteworthy accomplishments of the staff. The Chamber has become a strong voice in the community. We are vocal on issues that effect the economic and social well being of our members, and their employees, and we are listened to with respect.



In reviewing our plan of work for the past two years, it is apparent that we have paid attention to tourism, which is our fundamental industry of Cape Cod. We have invested more money in advertising, and have promoted the shoulder seasons by targeting a selected group of potential visitors based on extensive market research.

Our members and staff are actively involved with transportation issues, customer service training, visitor center operations, new technology applications, creating sophisticated collateral pieces which emphasize tourism components but blend into a strong publication strategy.

We have renovated the visitor center at the intersection of Route 6 and Route 132 in Hyannis. We have extended the Visitor Information Network System to the majority of visitor centers in the County. We have supported and invested in international marketing for foreign visitors. And significantly, we have completed the preliminary, essential first phase of a study that recommends a convention center in the mid-Cape area.

On the business development side we continue to support and operate the Business Information Center at the Community College. We chair and staff the important Cape Cod Connect project which has as its goal a modern broad band system for our region that will allow and encourage more technology companies to form and grow on Cape Cod. We are proud of our workforce development efforts which will bring training funding for both high tech workers and tourism employees and we continue to look for ways to help solve the need for both affordable housing and extended child care facilities.

I wish to extend my thanks to each of you for your support and your contribution to the success of this Chamber of Commerce.

In closing I want to thank my fellow board members and our loyal Chamber members for their support over the past few years. I also pledge to help and support our new Chair, Kevin Howard, as he assumes this important leadership post.

With best regards,

A handwritten signature in blue ink that reads "Doreen Bilezikian". The signature is fluid and cursive, written in a professional style.

Doreen Bilezikian

Chair

Cape Cod Chamber of Commerce

LETTER FROM THE CHIEF EXECUTIVE OFFICER

*D*ear Chamber Members & Friends,

Our first full year as a staff in a reorganized Chamber has been busy and productive. Our membership numbers are up and our affiliation programs have enabled us to work closely with local chambers and other business organizations on public policy issues important to our regional economy.



We feel strongly that a business advocacy group is more than just a promotional group. Business success is intrinsically linked with community issues that affect our workforce. Affordable housing, affordable and safe daycare, workforce training, smart growth and environmental concerns are all issues that the Chamber is addressing. Not that we want to duplicate efforts in these areas, but with a strong staff and other resources we believe that we can contribute towards the resolution of these sometimes intractable problems.

As the regional business advocacy group we are very pleased with our progress in expanding our member services benefits. We have invested significantly more in tourism marketing and advertising programs particularly for the shoulder seasons. We have initiated a program of a real-time on-line accommodation reservation system, we have expanded the hours of operation at the Visitor Centers, we have invested in refurbishing the Visitor Center at exit 6 on Route 6 and we are strongly pursuing the means to build a convention center in the mid-Cape area.

Additionally, we continue to expand our Chamber services provided to you:

- A free link between the Chamber website and your site.
- A free listing on the Chamber website at capecodchamber.org
- Four free hours of counseling with our business advisor
- Two free listings in the Chamber's Membership Directory (5,000 published)
- Access to business loan programs via The Cape & Islands Community Development Corp.
- Invitations to networking events like the quarterly Member-to-Member gatherings, the Annual Dinner, the Golf Tournament, Pride in Cape Cod Awards Gala and more!

- Invitations to educational sessions like the Small Business Forum, Tourism Forum, B&B Roundtables, Legislative Breakfasts.
- Special discounts & programs like:
 - ComElectric Energy Conservation Program
 - Electricity and natural gas discounts
 - Discounts & offerings from other member businesses
 - Discounts on health, auto & long term care insurance
 - Access to Human Resource services (administration, employee benefits)
 - Telecommunications discounts with AT&T Profit By Association, ICOM and Unidial

And, if your business is involved in the tourism/hospitality industry, you also receive:

- Connection to the Visitor Information Network System at capecodvisit.net
- A listing
 - on meetingpath.com website to generate meeting & conference leads
 - The Fax Info System for visitor leads
 - The Official Guide to Cape Cod (500,000 published)
 - The B&B Guide to Cape Cod (30,000 published in 2000)
 - The Wedding Guide (5,000 published)
- Weekly visitor leads sent via fax, email or mail
- Monthly relocation leads
- Regular leads on group tour and meeting business
- Participation in familiarization tours for press and tour operators
- Access to co-operative advertising programs and rates.

We thank you for your continued support. Our staff is strong and dedicated. Please call on us at anytime. We will do everything we possibly can to make your business stronger and our community more livable.

Sincerely,

A handwritten signature in blue ink that reads "John D. O'Brien".

John D. O'Brien
Chief Executive Officer

EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

EXECUTIVE COMMITTEE



Doreen Bilezikian, Chair
Christmas Tree Shops, South Yarmouth



Kevin Howard, Vice Chair
Ocean Edge Resort & Golf Club, Brewster



Paul Rumul, Clerk
Dan'l Webster/Hearth 'n' Kettle, Hyannis



Robert Prall, Treasurer
Cape Cod Bank & Trust, Hyannis



Paul Swartz, Immediate Past President
Cape Point, West Yarmouth

BOARD OF DIRECTORS 1998-99

Maria Burks, ex-officio
Cape Cod National Seashore, Wellfleet

John C. Davenport
Davenport Realty, South Yarmouth

Christopher Diego
Chatham Bars Inn, Chatham

Mark Downey
Resort Motels, Inc., Dennisport

Robert DuBois
Yarmouth Area Chamber of Commerce

Martie M. Dwyer
Citizens Bank, Cape Cod

Evan Evans
Provincetown Inn, Provincetown

Robert Gee, Ph.D.
National Graduate School of
Quality Management, Falmouth

Marcene Griffin
Radisson Inn, Hyannis

John Holland
McDonalds of Cape Cod

Barry Homer
Bayside Disposal, Orleans

Benjamin Jones
Consultant, Barnstable

James Keane
ComElectric, Wareham

Dorie Ketterer
Shoreway Acres, Falmouth

Judy Koenig
Consultant, E. Sandwich

Anne-Marie Litchfield, Esq.
LaTanzi, Spaulding & Landreth, P.C., Orleans

James Lyons
Cape Cod Healthcare, Inc., Hyannis

Patrick Murphy
Murphy Management Group, Centerville

Richard W. Neitz
Neitz Real Estate, South Yarmouth

Russell Nesbit
Tidewater Motor Lodge, West Yarmouth

Mark Novata
Wequasset Inn, Chatham

Charles Ritch
BankBoston, Yarmouthport

David Sampson
Upper Cape Cod Regional Technical School,
Bourne

Christopher Stavros
Excel Switching Corp., Hyannis

Kelley Sullivan
Bryden & Sullivan Insurance, Dennis

Kenneth Traugot
The Beechwood Inn, Barnstable

Daniel Wolf
Cape Air, Hyannis

ACCOMPLISHMENTS - FISCAL YEAR 1999

CHAMBER-WIDE GOALS AND ACCOMPLISHMENTS - JOHN O'BRIEN, CEO

GOAL	ACCOMPLISHMENTS
<p>Strengthen the organization financially.</p>	<ul style="list-style-type: none"> • 1209 members - increased membership by 416 since June 1997 • New member benefits introduced • Natural gas and electric discounts • MOTT Grant increased • Affinity Card introduced (Cape Cod Visa Card)
<p>Reach 3000 members by the year 2000.</p>	<ul style="list-style-type: none"> • Affiliation Formula developed <ul style="list-style-type: none"> - 5 chambers affiliated equalling 1400 affiliated members • Staff receive incentive to sell memberships (15% of dues)
<p>To advance the Chamber as the preeminent voice of business to elected officials and other public policy decision makers.</p>	<ul style="list-style-type: none"> • Advocated for successful Land Bank • Appointed to Governor's transition team • Appointed to railroad review at EOTC • Conducted quarterly Legislative Breakfasts • Feasibility study for convention center done
<p>Develop new strategic alliances and strengthen current relationships with other groups and organizations.</p>	<ul style="list-style-type: none"> • Member - MassPort Strategic Planning Committee • Appointed Vice Chair - Regional Tourism Councils of Massachusetts • Employment Seminar with Associated Industries of Massachusetts • Developed and submitted grant application on behalf of Falmouth EDIC • Assisted Mashpee in developing an EDIC for the Town • Continue to work closely with Barnstable Economic Development Commission • Increased participation with MassPort's tourism promotion • Executive Committee Summit held at with all local chambers of commerce • Supported the successful version of the Land Bank • Co-sponsored Title V workshop with Association for the Preservation of Cape Cod • Published Fishing Guide with Cape Cod Marine Trades Association • Participated in co-op tourism marketing with Islands, Bristol and Plymouth • Co-Sponsored seminars with Southeastern Massachusetts Partnership
<p>Improve the physical plant assets of the Chamber.</p>	<ul style="list-style-type: none"> • Route 6 improvements begun April 1999 including handicap access and public bathrooms • Administrative offices moved and consolidated December 1998
<p>Improve communications with our membership.</p>	<ul style="list-style-type: none"> • Two surveys of membership conducted • Fax broadcast trees for board and all committees established • Email sent to members on special programs (Worldres, international marketing, B&B Guide) • Cordially Cape Cod created to help educate all on VINS • Weekly reports issued to board and committee chairs • Issued 3 newsletters and 3 marketing opportunities packets • Sponsored bi-monthly member networking events

CHAMBER-WIDE GOALS AND ACCOMPLISHMENTS

GOAL	ACCOMPLISHMENTS
<p>Become a leader in the use of new technology.</p> <p>Conduct a major public relations campaign to enhance the image and communicate the benefits of the 'new' Cape Cod Chamber of Commerce.</p>	<ul style="list-style-type: none"> • Visitor Information Network System (VINS) database project underway - all chambers consolidating membership data and availabilities to night website utilized by all chambers • Vacation leads made available via email and fax • Computers upgraded and made Y2K compliant • Extensive press coverage on all Chamber programs (tourism campaigns, energy programs, SSA work, Legislative Breakfasts, Pride in Cape Cod, Cordially Cape Cod, consolidation of offices) • Published Annual Report 11/98

CONVENTION AND VISITOR BUREAU GOALS AND ACCOMPLISHMENTS - WENDY NORTHCROSS, PRESIDENT

GOAL	ACCOMPLISHMENTS
<p>To market and promote the positive attributes of Cape Cod to leisure and group travelers, meeting and convention planners, and foreign visitors.</p> <p>Improve Visitor Center operations and attain self funding status.</p>	<ul style="list-style-type: none"> • Fiscal Year 1999 Marketing Plan approved by MOTT for \$718,328 (up \$146,000) • The following new products were developed: <ul style="list-style-type: none"> - Video completed January 1999 - Arts and Culture brochure completed August 1998 - B&B Directory completed 1999 - Wedding Guide completed January 1999 - New media kits completed September 1999 - Smart Guide completed April 1999 - Improved and enlarged Golf Guide • 203 travel and tour fam participants hosted • \$75,000 added to advertising budget and utilized for Spring TV campaign • VINS managed by CVB - third grant received and shared with local chambers • Ad campaigns created for B&B, Golf and Group Tour Marketing • Produced Tourism Forum with CCHMA • Produced 4th Annual Pride in Cape Cod Campaign and awards ceremony with Cape's 7 banks • Revamped telecommunications system to incorporate Route 6 and 307 Main Street into one system • Leased office space to Arts Foundation & Heritage Cape Cod • Cordially Cape Cod curriculum finalized and training sessions began 4/99 • State budget amendment approved for visitor center funding in 1999

ACCOMPLISHMENTS - FISCAL YEAR 1999

ECONOMIC DEVELOPMENT DIVISION GOALS AND ACCOMPLISHMENTS - KRISTIN SMITH, PRESIDENT

GOAL	ACCOMPLISHMENTS
<p>Continue to strive for a year round economy to flatten the unemployment cycle and reverse our dependence on a seasonal economy.</p>	<ul style="list-style-type: none"> • Recruitment piece published - targeting technology based businesses • Co-sponsored Business Information Center which assisted 632 users; 72% new businesses; 28% existing businesses • Created task forces on the Land Bank, Electric Deregulation, Convention Center Feasibility • Co-sponsored business assistance seminars and workshops on entrepreneurial training, employment law, Title V Workshop, Massachusetts' EDIP process, freight shipping from Cape Cod ports, cash flow, marketing • Cape and Islands Community Development continued its annual Small Business Technical Assistance Workshops in five participating communities • Cape and Islands Community Development secured \$820,000 in Federal grants for small business loans and business assistance counseling • Cape and Islands Community Development selected as regional servicing organization for \$400,000 Seafood Revolving Loan Fund • Collaborated on Cape Cod Connect - the future of telecommunications infrastructure on Cape Cod • Serve as Vice Chair of Massachusetts Economic Development Council
<p>Support pertinent workforce development initiatives.</p>	<ul style="list-style-type: none"> • CEO is Chair of Board of Trustees for Grade V Charter School • On-going development of advanced computer science and engineering degrees on Cape Cod (with UMass Dartmouth, EXCEL and others) • Established staff position to oversee workforce development - funded by state grant • Workforce Development Symposium conducted • Workshop on Workforce Development Grant Application process held with Regional Employment Board

ENVIRO-TECH & COMMUNITY DEVELOPMENT REPORT

CAPE COD ENVIRONMENTAL TECHNOLOGY CENTER

Kristin M. Smith, Interim Executive Director

The Cape Cod Environmental Technology Center (ETC) was created through legislation championed by Senator Henri Rauschenbach. Many other organizations and people worked to bring this vision to fruition, not the least of which was the Cape Cod Chamber of Commerce Economic Development Division.

The ETC was created for the purpose of accelerating the demonstration and verification of innovative new and emerging environmental technologies for the containment, monitoring and remediation of hazard waste sites and education and training of workers in environmental safety technologies.

In the short 2 years in which the ETC has been operating, the ETC Technology Review Board has reviewed over 50 new and innovative technologies.

The ETC and Air Force Center for Environmental Excellence are presently testing and demonstrating leading edge technology that would optimize the operating efficiency of water pollution pump and treat systems. If we can demonstrate an ideal computer model that can operate the systems, the result will be a more cost-effective operating budget for a shorter project schedule. This technology can save the Environmental Protection Agency and the Military significant amounts of money.

The Educational Training Institute of the Envirotech Center is doing extremely well. The training we offer right now is OSHA 40 hours certification classes and 8 hour refresher courses. We have trained close to 400 people in the past 2 years.

The ETC's Educational Training Institute is the only one of its kind in Southeastern Massachusetts. We are confident that this program can become self sufficient over the next 2 years.

CAPE AND ISLANDS COMMUNITY DEVELOPMENT, INC.

Richard W. Neitz, President • Jeannine B. Marshall, Executive Director

Cape and Islands Community Development, Inc. (CDI) is a not-for-profit, economic development lender providing loans and technical assistance to small business owners on Cape Cod, Martha's Vineyard and Nantucket. CDI was created by the Cape Cod Chamber of Commerce to support the Chamber's goal of balancing the region's seasonal economy.

CDI manages a \$4 million dollar revolving loan pool funded through a public/private collaborative effort. Loan funds are available to any qualifying business, with flexible financing available to niche groups including low/moderate income, seafood related and Native American small business owners.

CDI also provides in-house technical assistance in partnership with the chamber and the SBA's Business Information Center. Services include business plan preparation for the purposes of obtaining financing and financial planning and analysis.

CDI's accomplishments this year include:

- \$1.2 million awarded from federal agencies for small business loans. Included is a \$500,000 award under the USDA's Intermediary Relending Program.
- Native American Loan Fund created with a grant from the USDA's Rural Business Enterprise Grant to promote the start-up and expansion of Native owned businesses.
- U.S. Treasury Department certification as a Community Development Financial Institution Certification acknowledging CDI's primary mission. CDI is the only certified Southeastern Massachusetts organization.
- Year 3 with no defaults, delinquencies or losses resulting from its loan portfolio.

CDI is supported by: BankBoston, Cape Cod Bank and Trust Company, Cape Cod Five Cents Savings Bank, Citizens Bank, Commonwealth Electric, Compass Bank, Fleet Bank, MassDevelopment, Plymouth Savings Bank, U.S. Department of Agriculture – Rural Development, U.S. Treasury Department and Mass. Department of Housing and Community Development.

CapeCod[®]

CHAMBER OF COMMERCE

(RIGHT) Paul Rumul, Kristin Smith and Dave Willard celebrate installation of the welcome signs before the bridges.



(LEFT) Celebrating the 1998 annual dinner at the Coonamessett Inn, Falmouth. Left to right: Jane Carroll, Wendy Northcross, John O'Brien, Lindsey Close and Arthur Ratsy.



(ABOVE) Charlie Ritch, President of BankBoston, presents to the Orleans Improvement Association a Senate Resolution honoring their award for Pride in Cape Cod's beautification category.



(ABOVE) CEO John O'Brien and Joel Crowell, President of Cape Cod Co-Op Bank present a Pride in Cape Cod award to Rep. Thomas George for his work in support of the Cape Cod Land Bank.

(RIGHT) Chair of the Board of Directors Doreen Bilezikian joins Kevin Howard, Vice Chair at the Annual Dinner podium.



(ABOVE) Doreen Bilezikian and Joel Crowell present a Pride in Cape Cod award to Bill Zammer of Cape Cod Restaurants for his improvement of the economy on Cape Cod.

(RIGHT) The Chamber held quarterly Legislative Breakfasts on a variety of issues. Here Rep. Tom Cahir and Rep. Tom George join Senator Henri Rauschenbach on the panel.



The Chamber hosted a gathering of directors and committee chairs on the Hyannis Whalewatcher.

(RIGHT) Directors Ken Traugot and Dick Neitz



Mary Jane McKenna and Lt. Governor Jane Swift presented two marketing awards to the Cape Cod Chamber's Convention & Visitors Bureau at this year's Governor's Conference on Travel & Tourism.



(ABOVE) Rene Poyant, co-chair of the Group Tour committee relaxes on board the Whalewatcher.



(ABOVE) Pat Murphy and his wife, Karen.



(LEFT) B&B committee chair Beth Flanagan and her husband Jack.



Mary Jane McKenna, Executive Director of the Mass. Office of Travel & Tourism, Governor Cellucci and Wendy Northcross present a service award to Alice Duffy, visitor information staffer at the Chamber's Route 6 / 132 information center.

PROGRAM OF WORK - FISCAL YEAR 2000

CHAMBER-WIDE GOALS AND STRATEGIES

GOAL	STRATEGIES
<p>Enhance the financial strength of the Chamber.</p>	<ul style="list-style-type: none"> • Create a contingency fund • Create reserves and invest • Grow paid membership • Grow non-dues revenue
<p>Address transportation infrastructure issues as they relate to business on Cape Cod.</p>	<ul style="list-style-type: none"> • Develop position papers on transportation issues • Support Smart Growth plans
<p>Reach 3000 members by the year 2000.</p>	<ul style="list-style-type: none"> • Conduct general membership meetings • Extend affiliation with other membership based organizations (Cape & Islands Association of Realtors, Cape Tech Council) • Conduct a telemarketing campaign • Increase sales force
<p>Advance the Chamber as the preeminent voice of business to elected officials and other public policy makers.</p>	<ul style="list-style-type: none"> • Conduct an issues forum regarding County Government • Continue Quarterly Legislative Breakfasts • Continue on-going liaison and cooperation with local, regional and state officials
<p>Seek new and strengthen current strategic alliances.</p>	<ul style="list-style-type: none"> • Conduct second Cape-wide Chamber Executive Committee summit with local chambers • Maintain current relationships with public and private economic development and tourism organizations
<p>Support and enhance committee work.</p>	<ul style="list-style-type: none"> • Seek new committee members/rotate chairs • Set up schedule for committee chairs to meet regularly with Executive Committee • Obtain event management software
<p>Improve communications with membership.</p>	<ul style="list-style-type: none"> • Increase number of newsletters published and publish on website • Continue public policy and other member surveys • Utilize more email communication • Publish public policy positions
<p>Utilize new technology to collect and dispense business data and serve our members.</p>	<ul style="list-style-type: none"> • Continue to upgrade computer equipment and install server for LAN • Collect and research data for policy and program support and dissemination to public • Support staff training for software and equipment maintenance

CONVENTION & VISITOR BUREAU GOALS AND STRATEGIES

GOAL	STRATEGIES
<p>To market and promote the positive attributes of Cape Cod to leisure and group travelers, meeting and convention planners and international visitors.</p>	<ul style="list-style-type: none"> • Write and implement FY '00 Marketing Plan • Write and implement public relations strategy • Develop and implement "Cape Cod Tourism Index" to measure tourism business • Support and direct effort to establish conference/performing arts center • Work to improve Cape Cod's image by maintaining "Cordially Cape Cod" customer service training • Coordinate Cape & Islands Visitor Information Network Services on the world wide web • Continue to develop co-op marketing products for members • Develop funding source to hire a meeting and conference salesperson • Support formation and programs of Cape Cod Golf Association

ECONOMIC DEVELOPMENT DIVISION GOALS AND STRATEGIES

GOAL	STRATEGIES
<p>To retain and recruit businesses that will provide full-time year 'round employment paying a livable wage to Cape Cod citizens.</p>	<ul style="list-style-type: none"> • Support the economic development strategy for the region as expressed in the Regional Policy Plan • Establish Venture Development Center • Continue to support Environmental Technology Center (ETC) at Massachusetts Military Reservation • Support Smart Growth Initiative • Seek projects for Mass Development funding
<p>To promote and advocate for economic development and business on Cape Cod.</p>	<ul style="list-style-type: none"> • Work with legislators to implement legislation such as the Workforce Investment Act • Continue our advocacy for high-speed telecommunication infrastructure • Continue advocacy for groundwater protection at Massachusetts Military Reservation
<p>To strive for a year round economy to balance the unemployment cycles and reverse our dependence on seasonal economy.</p>	<ul style="list-style-type: none"> • Update Database to extend recruitment effort • Support Cape and Islands Community Development Incorporated, CCEDC, Inc. and Cape and Islands Economic Development Corporation • Present informational and educational programs such as the Small Business Conference, Employment Law Seminar, Workforce Development Symposium, etc.
<p>Support pertinent child care and affordable housing initiative.</p>	<ul style="list-style-type: none"> • Partner with legislators and public and private child care providers and affordable housing advocates to develop and implement programs
<p>Support and implement pertinent workforce development programs.</p>	<ul style="list-style-type: none"> • Work with employers to determine and anticipate their workforce requirements • Support School to Work and Community School Career Success (CS2) • Implement programs with vocational, technical and public school systems • Fill a one-year, state-funded staff position to write grants for training programs

CAPE COD CHAMBER OF COMMERCE STAFF DIRECTORY

as of 9-30-99

Chief Executive Officer 508-790-4980 • Fax 508-790-1889
John D. O'Brien, CEO ext. 525

Economic Development Division 508-790-4980 • Fax 508-790-1889
John Klimm, Workforce Development ext. 529
Martin Harper, Vice President Small Business ext. 521
Linda Wheelden, Office Manager ext. 519
Sally Ballinger, Administrative Assistant ext. 527
Chris Tzanoudakis, Bookkeeping ext. 516

Convention & Visitors Bureau 508-862-0700 • Fax 508-862-0727
Wendy Northcross, President ext. 517
Arthur Ratsy, Vice President ext. 512
Stephen Richards, Membership/Ads ext. 514
Elaine Perry, Administrative Assistant ext. 518
Lindsey Close, Information Systems ext. 520
Jane Carroll, Membership Services ext. 513
Shirlee Oakley, Visitor Information ext. 515

Route 6, Hyannis Info Center 508-862-0700 • Fax 508-362-2156
Alice Duffy, Visitor Information Dial 0
Perci Vozeolas, Visitor Information Dial 0
Mary Ellen Liddell, Visitor Information Dial 0

Route 25, Bourne Info Center 508-759-3814 • Fax 508-759-2146
Carol Lynch, Manager
Jerry Young, Visitor Information
Chris Argys, Visitor Information
Mary Argys, Visitor Information
Dorothy Springer, Visitor Information
Jim O'Donnell, Visitor Information

Route 3, Plymouth Info Center 508-746-1152 • Fax 508-830-0349
Ilene Berger, Manager

Cape & Islands Community Development Inc. 508-790-2921 • Fax 508-862-0711
Jeannine Marshall, Director ext. 523
Karen Cummings, Assistant ext. 526

Enviro-Tech Center
Kristin Smith, Operations 508-563-3648
..... Fax 508-563-3628



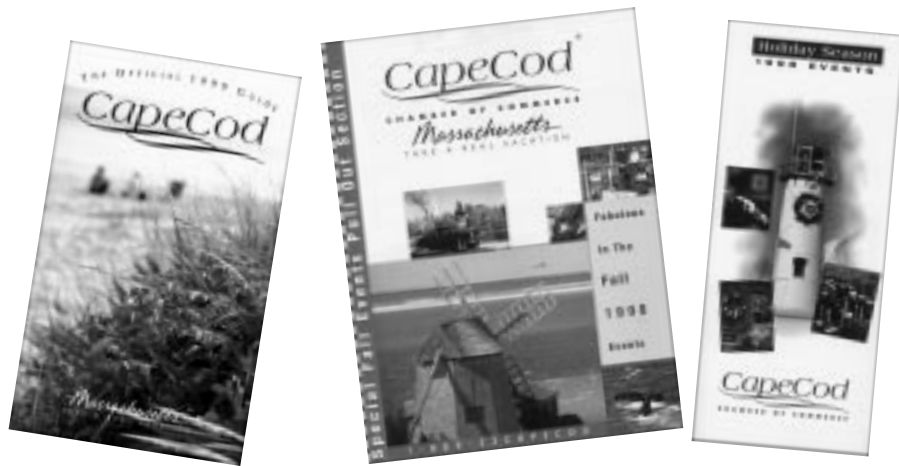
Cape Cod Chamber of Commerce staff. (Row One): Shirlee Oakley, Lindsey Close, (Row Two): Chris Tzanoudakis, Alice Duffy, Perci Vozeolas, Mary Walsh, Carol Lynch, Nancy Rocheteau, (Row Three): Wendy Northcross, Jeannine Marshall, Michaela Garahan, Karen Cummings, (Row Four): Linda Wheelden, Sally Ballinger, Elaine Perry, Stephen Richards, Mary Ellen Liddell, (Row Five): Martin Harper, John O'Brien, Arthur Ratsy, Jane Carroll, John Klimm.

Missing: Chris and Mary Argys, Sarah Newell, Jim O'Donnell, Dorothy Springer, Kristin Smith, Jerry Young.

TOURISM STATISTICS - 1999

7/1/98 to 6/30/99

VACATION LEADS SENT TO MEMBERS	32,073
GROUP TOUR LEADS SENT TO MEMBERS	495
MEETING & CONFERENCE LEADS SENT TO MEMBERS	514
WEBSITE PAGEVIEWS	623,410
WORLDWIDE ON-LINE AVAILABILITY CHECKS RECEIVED (5/15 - 6/30/99)	2322
TELEPHONE CALLS HANDLED BY CALL CENTER STAFF	48,360
VISITORS TO ROUTE 6/132 INFO CENTER	39,299
VISITORS TO ROUTE 25 INFO CENTER	202,156
VISITORS TO ROUTE 3 INFO CENTER	1,127,324



Familiarization Tours Fiscal 1998-1999

Familiarization	Country	Participants
Team Travel	Denmark	11
Clemencia Wiese	UK	1
Ted Hawes	UK	2
Kent Today	UK	3
Amin Hockmuth	Germany	1
Adrian Fox	UK	2
Gazetta Mecantile	Brazil	1
Japanese Fam	Japan	2
GolfWorld Solus	UK	2
Rachael Pollack	Domestic	1
International Travel	Ireland	2
Swiss Press Fam	Switzerland	8
Lincoln Travel	UK	2
Soft Adventure Fam	UK	8
Guy Dimond	UK	2
David Cartledge	UK	2
Lou Hammond Fam	Domestic	6
Laura Purdom	France	1
Mike Evans Golf America	UK	1
Lou Hammond Motorcycle Guide to America	Domestic	2
Jet Set Fam	UK	11
Ian White Herald Newspaper	UK	1
BA/Amexio Fam	Germany	10
Ian Miller	UK	8
Italian Free	Italy	2
Elle Magazine	UK	2
United Airline/Argentina	Argentina	12
Lou Hammond Golf Fam	Domestic	7
KTLA Los Angeles	Domestic	3
BBC Film Crew	UK	2
Ted Allen	UK	2
Taiwan/ Eddie Yuan	Taiwan	2
North American Travel	UK	7
Angela Rodrigues Alves	Brazil	4
Couldridge & Tibury Fam	UK	4
Andrew Leung	Japan	2
Simon Colley-Hamilton Travel	UK	1
Kuoni Fam	UK	16
Vox Auto Motor Sport TV	Germany	3
Russian Fam	Russia	5
National Geographic Guide to the Outdoors	Domestic	1
Airtours German Golf Fam	Germany	14
New Press Fam	UK	6
Zia Bapuji-United Vacations	UK	2
German Press Fam	Germany	3
Malcom Watts	UK	2
French Press Fam	France	3
Japanese Press Fam	Japan	3
Kuoni	Switzerland	5
Italian Press Fam	Italy	7
Bob Brooke Travel Writer	Domestic	1
Alfred Volmer German Photographer	Germany	2
Total Fams:		52
Total Participants:		203

COMMITTEES



ARTS AND CULTURE COMMITTEE

Chair: Debra Woodman, (Heritage Cape Cod)

Mission: To promote Cape Cod as a year-round arts and cultural destination by developing partnerships with Cape Cod businesses and the arts and cultural community.

BED & BREAKFAST COMMITTEE

Chair: Beth Flanagan (Liberty Hill Inn)

Mission: To coordinate the marketing efforts of the Chamber with the special qualities of the Cape's historic and unique B&B's and inns.



PRIDE IN CAPE COD

A cooperative committee with CompassBank, Plymouth Savings Bank, BankBoston, Citizens Bank, Cape Cod Five Cents Savings Bank, Cape Cod Bank and Trust, Cape Cod Cooperative Bank

Chair: Joel Crowell (Cape Cod Co-op)

Mission: To produce, direct and promote projects that enhance the beautification of Cape Cod.

To interact with all groups that are involved in similar activity, whether public or private.

BUDGET & FINANCE COMMITTEE

Chair: Robert Prall (Cape Cod Bank & Trust)

Mission: To oversee all financial management of the Chamber and make recommendations to the board of directors regarding budgets and committee projects.

PUBLIC POLICY COMMITTEE

Chairs: Curtis Collier (Energy Task Force) and Paul Swartz (Convention Center Task Force)

Mission: To research public policy issues impacting Cape Cod and the business community; to promote member awareness and involvement in local, state and national issues affecting Cape Cod; to make position recommendations to the Board of Directors and to advocate for these issues with local, state, regional and federal legislators and agencies. Task Forces may be appointed to address specific issues.

TRANSPORTATION COMMITTEE

Chair: Dan Wolf (Cape Air)

Mission: To monitor plans for transportation improvement projects; to recommend to the board of directors positions on various projects and to advocate for these issues with local, state, regional and federal legislators and agencies.



PENSION TRUSTEES

Milton Penn (Puritan of Cape Cod), John Kayajan (Coca Cola of Cape Cod), Kenneth Traugot (Beechwood Inn).

Mission: To oversee the management and investments of the Chamber's employee pension plan.

INTERNATIONAL TOURISM COMMITTEE

Co-Chairs: Kelley Pratt (Falmouth Chamber of Commerce) and Debra Catania (Dan'l Webster Inn)

Mission: To increase the efforts of the Cape Cod Chamber in the promotion of Cape Cod as destination for international visitors. To engage in cooperative marketing efforts with Massachusetts Office of Travel & Tourism, Massport, and other regional destination marketing organizations.

COMMUNICATIONS COMMITTEE

Chair: Martie Dwyer (Citizens Bank)

Mission: To coordinate the communication to Chamber membership about the activities, events and committee work of the Chamber.

CAPE COD ASSOCIATION OF CHAMBER EXECUTIVES

Chair: Robert DuBois (Yarmouth Area Chamber)

Mission: To improve communication and cooperation between the Cape Cod Chamber of Commerce and the Chambers in each town on the Cape. To represent those interests at the board of directors meetings of the Cape Cod Chamber of Commerce.

MARKETING COMMITTEE

Chair: Judith Selleck (Heritage Plantation) '98-'99,
Debra Woodman (Heritage Cape Cod) '99-'00

Mission: To coordinate the tourism marketing planning & implementation for the Convention & Visitor Bureau.



MEETING & CONVENTION COMMITTEE

Chair: Axel K. Traugott (Sea Crest Resort & Conference Center)

Mission: To evaluate and explore viable opportunities to increase the flow of meeting & conference business coming to Cape Cod Chamber members and increase the visibility of the destination in the national market place.

MEMBERSHIP COMMITTEE

Chair: Marcene Griffin (Radisson Inn)

Mission: To develop and implement a strategy to increase membership of the Cape Cod Chamber of Commerce to 3000 by the year 2000.

MOTORCOACH & GROUP TOUR COMMITTEE

Co-Chairs: ('98-'99) Russell Nesbit (Tidewater Motor Lodge) and Paul McBride (Best Western/Blue Water); ('99-'00) Rene Poyant (Cape Cod Custom Tours) and Patti Lloyd (Ocean Edge/Reef Café)

Mission: To identify and recommend trade shows, sales missions and trade publications for Chamber participation. Communicate with members to promote group tour programs and identify motor coach visitors to our area.



BYLAW & POLICY COMMITTEE

Chair: David Sampson (Upper Cape Cod Regional Technical School)

Co-Chair: Anne-Marie Litchfield, Esq. (LaTanzi, Spaulding & Landreth, P.C., Orleans)

Mission: Review and recommend policies and By Laws changes for approval by the board of directors. To maintain a record of policies set by the board of directors.

LICENSE PLATE MARKETING COMMITTEE

A cooperative committee with Barnstable County, the Lower Cape Community Development Corporation, Dukes and Nantucket Counties.

Chair: Paul Rumul (Dan'l Webster Inn/Hearth 'n' Kettle)

Mission: To market the Cape and Islands license plate to Massachusetts residents and to utilize license plate revenue for promoting economic development and tourism.



NOMINATING COMMITTEE

Chair: Kevin Howard (Ocean Edge Resort)

Mission: To present annually to the board of directors and the membership a slate of directors.

ROUTE 6/132 INFO CENTER TASK FORCE

Co-Chairs: Russ Nesbit (Tidewater Motor Lodge) and Paul McBride (Blue Water/Best Western)

Mission: To oversee upgrades and renovation at visitor center.

LICENSE PLATE GRANT COMMITTEE

Chair: Benjamin Jones (Consultant)

Mission: To review grant requests and award grants to promote economic development of Cape Cod.

FINANCIAL REPORT

Budget Projections - Fiscal Year 2000

By Robert Prall, Treasurer

The Cape Cod Chamber of Commerce board of directors approved an operating budget for Fiscal Year 2000 totaling 2.2 million dollars. Revenue from CVB programs include advertising sales in the visitor guide, tourism related marketing pieces and the Route 6 Info Center. The Mass Tourism Grant is received each year to support advertising and marketing the Cape as a tourism destination. The EDD Program income is received from meetings and events, several substantial state grants and the Cape and Islands license plate sales. Corporate & General income is largely dues revenue.

The budget is a zero-based budget. The CVB Programs & Special Events expenses will include regular costs associated with the guidebook and niche marketing and advertising programs not covered by the Mass Tourism Grant. EDD general expenses will support economic development initiatives and programs including legislative breakfast meetings, venture center development, special grants from license plate funds, technical assistance for small business and our work on affordable housing, day care and workforce development. Corporate & general expenses cover salaries, payroll taxes, insurance, rent, office supplies and equipment, postage & shipping and telephone. Our goal is to invest any surplus in interest bearing accounts in preparation for any unforeseen financial strains.

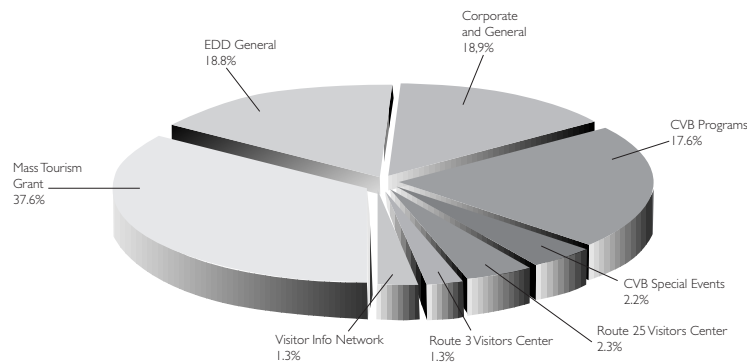
As of this printing, the audited financial statements for the period ending June 30, 1999 were not yet completed, but will be on file at the Chamber office.

	(6/30/99)	(6/30/99)	(6/30/00)
REVENUE	Budget 99	Actual 99	Budget
CVB Programs	\$324,500	\$462,608	\$393,400
CVB Special Events	\$60,000	\$71,246	\$48,400
Route 25 Visitor Center	\$75,000	\$88,467	\$51,600
Route 3 Visitor Center	\$55,000	\$51,336	\$30,000
Mass Tourism Grant	\$723,328	\$722,017	\$840,000
Visitor Info. Network	\$30,000	\$40,703	\$28,500
EDD Program Inc.	\$621,810	\$737,345	\$419,530
Corporate & General	\$398,300	\$463,111	\$424,300
TOTAL	\$2,287,938	\$2,636,833	\$2,235,730

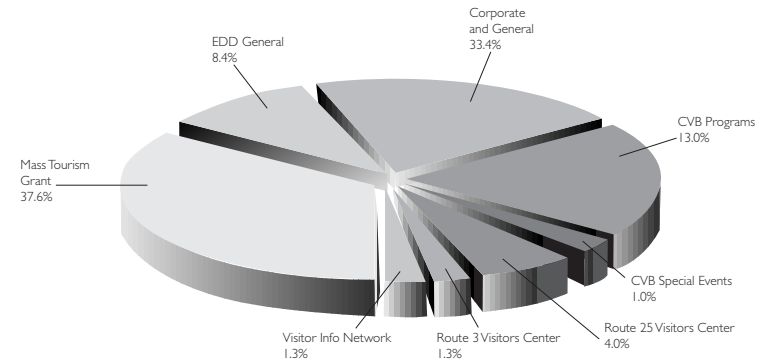
EXPENSES

CVB Programs	\$329,867	\$381,096	\$291,645
CVB Special Events	\$37,000	\$52,640	\$20,500
Route 25 Visitor Center	\$60,800	\$97,477	\$90,239
Route 3 Visitor Center	\$55,000	\$83,048	\$30,000
Mass Tourism Grant	\$718,328	\$722,060	\$840,000
Visitor Info Network	\$30,000	\$17,923	\$30,000
EDD General	\$202,000	\$199,080	\$187,465
Corporate & General	\$854,943	\$1,064,018	\$745,881
TOTAL	\$2,287,938	\$2,617,342	\$2,235,730

BUDGETED REVENUE 2000



BUDGETED EXPENSES 2000

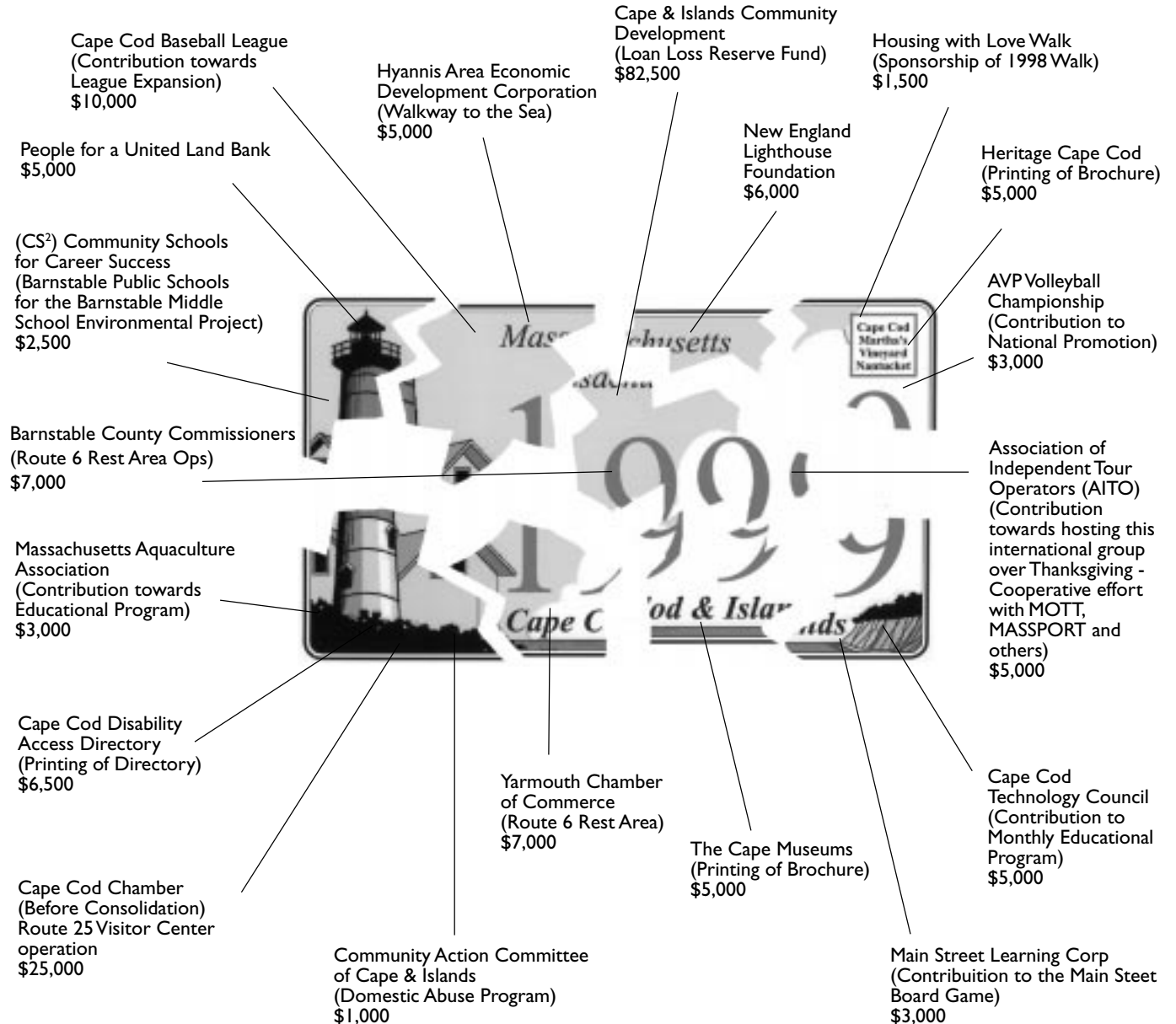


LICENSE PLATE FUNDED ORGANIZATIONS



Total Cape & Islands License Plate Revenue Grants = \$188,000.00

The funds received are invested to support our economy and make the Cape and Islands an even better place for everyone. Call your insurance agent and ask for form RMV-3 and bring it to your Registry of Motor Vehicles.



CapeCod[®]
CHAMBER OF COMMERCE

"Our Business Is Your Business"

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