

Town and County of Nantucket Select Board • County Commissioners

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C. Elizabeth Gibson
Town & County Manager

AGENDA FOR THE MEETING OF THE SELECT BOARD NOVEMBER 29, 2022 - 9:00 AM to 1:00 PM MEETING TRAILER AT 131 PLEASANT STREET AND REMOTE PARTICIPATION VIA ZOOM NANTUCKET, MASSACHUSETTS

Join Zoom Meeting

<https://us06web.zoom.us/j/88515483747?pwd=SXRQVFFCUDBpOFIQMWIYNdOV2REdz09>

Meeting ID: 885 1548 3747
Passcode: 008328

I. STRATEGIC PLAN WORKSHOP

MEMO

Date: November 21, 2022

To: Members of the Select Board
C. Elizabeth Gibson, Town Manager

From: Julia D. Novak, Executive Vice President

Re: Select Board Strategic Plan Workshop

My colleague Catherine Carter and I look forward to being with you on November 29 to facilitate discussion around the Town's strategic plan.

The purpose of this memo is to share the agenda, the strategic plan progress update, and logistics of the workshop and allow some time for you to reflect on conversations we intend to engage in during our time together.

Logistics

Tuesday, November 29; 9:00 AM to 1:00 PM

Location: 131 Pleasant St.
Nantucket, MA 02554

The Select Board will be in-person; Cabinet Members will be available by Zoom as needed.

Preparation

Several agenda items will benefit from preparation. Please spend a few minutes reviewing the 2022 Strategic Plan Progress Update document and prepare to participate in the retreat.

Tuesday, November 29

Agenda

Setting the Stage

The facilitator will review the agenda and meeting norms and ask each attendee to introduce themselves and share their expectations for the day's work.

Review the Strategic Framework

The facilitator will provide history and context for the Town's strategic planning process, as well as an overview of the current strategic framework.

Status Update and Emerging Priorities

The Town Manager will review the status of strategic planning activities related to each of the plan's goals, as well as new items that have emerged since the last major update.

Consider New Initiatives

Each member of the Select Board will be asked to share any individual priorities not addressed through the current strategic plan.

Parting Thoughts

As the day comes to a close, each participant will be asked to share a reflection on the day's conversation.



Strategic Plan

2022 Progress Updates

NOVEMBER 29, 2022

Sustainability is how the Town of Nantucket, with a focus on historic preservation, equity and inclusion, natural resources, hazard mitigation, solid waste management, energy, public health, and education, institutionalizes practices in municipal operations that support a balance of the economic, environmental, and social health of our island, which meet the needs of current residents and visitors without compromising the ability of future generations to meet evolving needs.





Housing

Nantucket is a diverse community with a broad spectrum of economic circumstances and has housing stock that meets the range of needs. Year-round housing is achievable for everyone who works on the Island, and the various tiers of affordable housing make year-round living comfortable, stable, and inclusive. Our seasonal

workforce is able to find safe and secure housing. Homes on Nantucket are well-constructed and integrated into the character of the Island.

GOAL: Achieve Safe Harbor Status in each of the next three years per the goals set for Nantucket by the State through Chapter 40B and maintain local control over affordable housing initiatives.

Activity	Status (not yet started, in progress, operationalized, completed)
With what is in the works and planned, Nantucket is on a path to remain in Safe Harbor and on its way to being at its 10% requirement within the next 4 years.	In Progress
Deploying a portion of the resources approved by Annual Town Meetings for affordability buy-down, Subsidized Housing Inventory (“SHI”)-inclusion and acceleration of production, we anticipate being in position to submit to the state Department of Housing and Community Development (DHCD) this fall a request for a new certification – effectively extending our current period of Safe Harbor by two years until December 2024.	Operationalized
On-going planning to remain in Safe Harbor: land purchased at 135 + 137 Orange Street and at 12+12R Bartlett Road which will support creation of approximately 36 units (collectively), potentially contributing to 1-2 years of Safe Harbor in the future. RFPs are being developed for both sites.	Operationalized
Since 2019, we have been in a continuous period of Safe Harbor, with our official SHI increasing from 121 units to 299 units (i.e., from less than 2% to over 6.0% toward the 10% state requirement under Chapter 40B).	Completed
Our updated Housing Production Plan (“HPP”) received approval from DHCD in October 2021; thereby extending our period of Safe Harbor for one year – until December 14, 2022.	Completed

GOAL: Finalize a plan to address housing needs specifically for Town employees – year-round and seasonal.

Activity	Status (not yet started, in progress, operationalized, completed)
Regular Housing Group meetings continue comprised of Town Administration and other department staff to discuss the needs of both year-round and seasonal employees, including likely future departmental head needs. Evaluation of best mechanisms to accomplish this continues. A comprehensive needs analysis to be undertaken. Several initiatives are underway: \$1m Town employee housing assistance pilot program; securing rental housing for Town employees (either by purchasing the property or renting it); feasibility evaluation of Town-owned lots on Ticcoma Way (who, number of units, number of BRs, design); collective bargaining regarding the ability of the Town to provide housing to its employees (with union agreement); feasibility of including housing units in large projects (such as Our Island Home and Senior Center).	In Progress
Design services for seasonal dormitory along Waitt Drive, to house up to 36 seasonal staff has been secured. Finance Department and OPM are managing this process. This could free up other space currently being used for seasonal housing, for year-round use.	In Progress

GOAL: Determine in greater detail the need for housing at all affordability levels – 30% Area Median Income (AMI) to 200% AMI – for the community.

Activity	Status (not yet started, in progress, operationalized, completed)
The Affordable Housing Trust (“AHT”) is evaluating further investment in data which can provide more definitive information about the need and demand at each Area Median Income level. There may be an opportunity to partner with the Vineyard for this work.	In Progress
Town employee housing survey conducted last winter. 50% response rate. Showed that 50% of survey respondents were housing cost burdened with half of those being extreme housing cost burdened.	Operationalized
AHT invested alongside ReMain Nantucket in a housing demand study two years ago. The output provided useful guidance but not the level of depth we would ultimately like.	Completed

GOAL: Identify incentives to encourage homeowners to use secondary dwellings as year-round rentals and explore options for limiting the conversion of year-round housing to short-term rentals.

Activity	Status (not yet started, in progress, operationalized, completed)
The AHT is working with Town Counsel to develop a year-round restriction not tied to income level necessarily and expanding the constituency the Trust can serve.	In Progress
Evaluation of programs like Vail's InDeed and other programs (e.g., Sedona, AZ) and their efficacy to create and preserve housing opportunities for year-rounders.	In Progress
The creation of a community land trust is underway to aid in the effort to keep year-round housing in the year-round family and stem the tide of conversion to seasonal or investment properties.	In Progress

GOAL: Develop a strategy to increase home ownership opportunities for middle-income workers.

Activity	Status (not yet started, in progress, operationalized, completed)
Creation of a community land trust for Nantucket. Land trusts fundamentally take the cost of real estate out of the equation and ensure that properties stay within the year-round family. This type of mechanism may also help stem the tide of conversion of historically year-round residences to seasonal or investment properties. Support for Nantucket having a land trust available has been evidenced and formation is underway.	In Progress
Work with developers on how existing homeownership projects that might otherwise go to serve seasonal or investor segments can instead be restricted to year-rounders in perpetuity – creation of a bifurcated market.	In Progress

EMERGING HOUSING ISSUES:

- Short Term Rental Workgroup formed at 2022 Annual Town Meeting per Articles 40 and 41
- \$1.0M Town Employee Rental Subsidy Pilot Program funded as a technical amendment at 2022 Annual Town Meeting



Transportation

Nantucket has no traffic lights. Year-round transportation includes accessible, affordable, and reliable multi-modal options, that respect the historical setting of our community, and limits reliance on single occupancy vehicles and private transportation. The Town has improved safety and mobility without accommodating a car centric culture. Pedestrians and bicyclists feel safe as they traverse along paths and walkways that abut our local roads. Our community embraced the use of technology to improve parking turnover in our vibrant Old Historic District and made year-round access a pleasant experience.

GOAL: Launch a downtown parking management system based on demand management principles that achieves (or is measured by) 85% occupancy of public parking spaces.

Activity	Status (not yet started, in progress, operationalized, completed)
Hire full-time Parking Coordinator to oversee implementation and operation of a parking management program.	In Progress: Recruitment in progress
Hire one additional year-round Parking Enforcement Officer - budgeted for FY23.	In Progress: Personnel Requisition Form filed with HR. Staff evaluating using salary monies to instead augment salary of Parking Coordinator.
Select Board evaluate paid parking regulations and paid parking program implementation.	In Progress: Staff presented options and overview of decision points to the Select Board in September 2022 and Board agreed to form a Transportation and Parking Advisory Committee. Details being finalized before forming the Committee.
Evaluate use of License Plate Reader data to inform paid parking decisions.	In Progress: Continuing to use handheld LPRs for enforcement. Data being collected for further analysis.

GOAL: Complete at least one key sidewalk route connection from Mid-Island (Six Fairgrounds Housing Project) to the ferries with improved standards for accessibility.

Activity	Status (not yet started, in progress, operationalized, completed)
Reconstruct Newtown Road	In Progress: Project being outsourced; input will be provided by Transportation Planner.
Traffic Monitoring	In Progress: Staff working to procure real-time GPS-based application to monitor traffic conditions.
Create Consue Springs pedestrian loop w/ Land Bank	In Progress: Land Bank scoping and feasibility for boardwalk project between Goose Pond and E. Creek Road is underway.
Repair Washington/Francis/Union Street sidewalks	In Progress – Washington Street sidewalk at intersection with Francis has been improved. A project under review from the Land Bank for a Coastal Resiliency Walkway, which overlaps with larger road project in the Coastal Resiliency Plan. Union sidewalk – Not started
Repair Easy Street & Lower Broad Street sidewalks	Completed
Create Orange Street Bike Lane from Milestone to Landmark House	Completed
Candle Street bike lane markings	Completed
Repair portion of Washington Street sidewalks	Completed: Sidewalk repairs completed Handlebar Café to Washington St. parking lot
Repair Salem Street sidewalks	Completed: Salem Street sidewalks was a collaboration between Comcast and the Town.

GOAL: Shift the mode of choice of commuters from driving alone to using other modes by 6%.

Activity	Status (not yet started, in progress, operationalized, completed)
Prioritize non-auto and/or multimodal projects in the NP&EDC's upcoming Long Range Plan update.	In Progress: Kick-off in October 2022. Endorsement by the NP&EDC anticipated in summer of 2023.
Determine low-cost, high-yield measures of effectiveness to monitor year-over-year mode share.	In Progress: Staff working to procure real-time GPS application to monitor traffic conditions. Staff working to identify and develop validation programs for other non-vehicular Big Data trackers.

EMERGING TRANSPORTATION ISSUES:

- **Creation of interdepartmental Surfside Area Water & Transportation Enhancements Plan from 2022 Annual Town Meeting Article 10 and Annual Election Ballot Question 13 approving water main expansion (PFAS).**
- **Motorized bicycles and scooters create conflicts with pedestrians; additional education is needed to improve safety and allow for reduced reliance on automobiles.**



Environmental Leadership

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GOAL: Provide data-driven recommendations on Island-wide solid waste management guided by principles of sustainability.

Activity	Status (not yet started, in progress, operationalized, completed)
MRF a) Upgrade collection design (catwalk project, colored bags) b) Upgrade process design (bag-breaker project) Composter and Transfer Station a) Ownership/operation after 2025 (appraisal, operator RFP) b) Alternative uses New facilities – studies, pilots, system integration, procurement a) Pyrolysis/gasification or equivalent (feedstock tests) b) Anaerobic digestion (pre-feasibility studies) c) PFAS treatment and management (data collection) Phase 1 Landfill (inactive) a) Closure (conceptual design, cost projections) b) Post-closure use (SW facilities, solar PV, passive recreation) Phase 2/3 Landfill (active) a) Allocation of existing capacity – MRF residuals, sludge, PFAs, NRNCs b) New vertical expansion capacity	In Progress: MRF a) In Progress b) In Progress In Progress: Composter and Transfer Station a) In progress b) Not yet started In Progress: New Facilities a) In Progress b) In Progress c) Not yet started In Progress: Phase 1 Landfill a) In Progress b) Not yet started Not yet started: Phase 2/3 Landfill a) Not yet started b) Not yet started
Waste reduction and re-use a) Hard-to-manage waste ban items (textiles, mattresses) b) Take-it-or-leave-it and salvage centers c) Non-recyclable non-compostables (NRNCs) Material separation and collection practices a) Reconsider collection in plastic bags b) Divert paper from compostables c) Expand NRNCs diversion	In Progress: waste reduction and re-use a) Operationalized b) In progress c) In Progress In Progress: Material separation and collection practices a) In Progress b) Not yet started c) Not yet started
Education and outreach	In Progress

Activity	Status (not yet started, in progress, operationalized, completed)
Request for Expressions of Interest (RFEI) for future solid waste management	Completed
Coastal Plastics Research	In Progress
Plastic ban bylaw	In Progress: Nip bottle ban needs outreach plan. Need to fill Recycling Coordinator role to ensure effective implementation
Education and Outreach	In Progress: Need to fill Solid Waste Manager role. Need to develop communications plan through Public Outreach department.
Unsecured load enforcement	Operationalized

GOAL: Finalize an Island-wide, long-term water quality management plan that addresses ponds, harbors, stormwater, and wastewater with specific ways/methods to measure improvement.

Activity	Status (not yet started, in progress, operationalized, completed)
Finalize and implement an Island-wide, long-term water quality management plan that addresses ponds, harbors, and storm water and wastewater, with public outreach and specific ways/methods to measure improvement.	In Progress: Draft plan is complete and ready for SB review, to be scheduled in 2023
Identify management strategies to reduce the controllable load of nutrients into surface water bodies.	In Progress: Strategies have been identified; implementation is pending; may require special legislation and/or additional regulations/other action
GHYC grant to evaluate bay scallops and eelgrass populations for both harbors annually.	In Progress: Annual survey completed yearly from 2019-2022; scheduled for 2023 with potential for expanding to Madaket Harbor
Develop Stormwater Enterprise operation separate from Public Works to enhance focus on Stormwater mitigation needs.	In Progress: Preliminary planning process underway. A Stormwater Manager will be requested in FY24/25 Several specific stormwater projects are in implementation plans for 2023.
Sea St third sewer force main project is under construction. This project does have multiple components that includes Stormwater Repairs, Replacements and Improvements.	In Progress: Construction has started on Step Lane and is currently progressing down Center St. onto Lily St. This will be a 3+ year project.

Activity	Status (not yet started, in progress, operationalized, completed)
Pool water discharge regulations	In Progress: Need to schedule a Select Board public hearing to review illicit discharge regulations draft.
PFAS: Education and Outreach. Create a robust PFAS awareness and education program involving Town departments, PFAS professionals, and multiple island stakeholders.	In Progress: Communication and Outreach Strategy created in 2021. Environmental Contamination Administrator position has been hired, outreach efforts are expected to increase. Additional resources may be needed depending upon scope of remediation required.
PFAS: Create a Town-wide PFAS-impacted materials handling and management (storage and disposal) protocol.	In Progress
Watershed Report - Children's Beach Pump Station/Tributary area Phase 1 CMOM Capacity Management Operations Maintenance program will start in the coming weeks 11- 2022 thru 2023.	In Progress
Nantucket Harbor Shimmo & Plus Parcels (NHSP) – sewer permits/connections	In Progress: Of the 346 properties required to connect: • 280 have officially tied-in to sewer • 43 are permitted and in the process of connecting • 23 have not responded to the Town Currently 81% of the properties in the project have connected to municipal sewer
Identify barriers and hurdles to integrate existing plans that impact water quality (Nantucket and Madaket Harbors Action Plan, Comprehensive Wastewater Management Plan, Pond Management Plans and Principles, Municipal Vulnerability Plan, Coastal Resiliency Plan, Shellfish Management Plan, Hazard Mitigation Plan, Estuaries Plan, Fertilizer Best Management Practices and Coastal Management Plan, etc.).	Completed
Explore options and feasibility of improving current water quality testing procedures and habitat quality evaluation and metrics.	Completed
Identify existing bylaws, regulations, and state and federal laws that impact water quality.	Completed
Nantucket WQAV Tool – interactive web-based tool	Completed; available on the Town Website Water Quality Page
PFAS: Conduct a Firefighting Foam Assessment for Town and private facilities with known aqueous film forming foam (AFFF) storage and provide recommendations and best management	Completed

Activity**Status**

(not yet started, in progress,
operationalized, completed)

practices: Nantucket Fire Department Facilities, Sun Island Fuel, Madaket Marine, Downtown Fuel Farm, and Nantucket Boat Basin.

EMERGING ENVIRONMENTAL LEADERSHIP ISSUES:

- **Implementation plan and enforcement for Bylaw Amendment: Single-Use Plastics – Nip Bottle Ban 2022 Annual Town Meeting Article 69**
- **Green Communities Designation implementation adopted in 2019 requires annual measures and long-term requirements (e.g., electric vehicle conversion, policies and goals, energy audits, grant applications); a Climate Action Plan**
- **Army Corps of Engineers / Martha's Vineyard high-profile joint project to study supply chain impacts and carrying capacity to determine resiliency levels of both islands**



Efficient Town Operations

The Town of Nantucket reflects the community value of fiscal responsibility in its operations. Governance is collaborative and representation on Boards, Committees, and Commissions is reflective of the diversity of our community. Town facilities and offices incorporate modern technology and are efficient in design, energy use, and

location. The Town is committed to planning for a resilient and sustainable community and maintaining and improving municipal infrastructure and assets. Town employees provide vital municipal services that are valued by residents and visitors and are engaged members of our community.

GOAL: Develop a Facilities Master Plan.

Activity	Status (not yet started, in progress, operationalized, completed)
Hire a professional facilitator for Select Board sessions to discuss Facilities Master Planning	Complete
Develop a Facilities Master Plan	In Progress: Concepts agreed to in 2021 - Funding for design for Central Municipal Facility failed at 2022 ATM. Need to develop an outreach plan and determine ownership for the plan; Need to undertake a Facilities maintenance and capital plan, including staffing and planning resources; Considering deploying project management resources to support proper maintenance of Town buildings as an ongoing activity.
Develop a Concession Master Plan	In Progress: Contract in place; Site visits complete, W&S prepping questionnaire for public feedback, each site being evaluated against Coastal Resilience Plan and historic features necessary to preserve
Develop a Parks Master Plan	In Progress: Is being revised to account for Coastal Resilience Plan, and new potential needs. DPW Facilities plan could be integrated into Delta field layout and construction. Phase 1 of plan not impacted by CRP: New natural grass field at Nobadeer is up for capital request FY 24.
Develop a Plan for a new DPW Facility	In Progress: Determined possible locations for new DPW Campus Facility (2021); Delta site identified as best location by Weston & Sampson although it requires mitigation of endangered species. Alternate site reviewed and being evaluated. Plan and initial cost estimate expected by end of 2022.
Planning and design for Our Island Home/Senior Center	In Progress

GOAL: Invest in technology.

Activity	Status (not yet started, in progress, operationalized, completed)
Add Public WiFi within 1 mile of Pacific National Bank	In Progress: Focusing on infrastructure improvements first - needs upgrade to the Town wireless network planned for FY2023. The Town was awarded a Municipal Fiber Grant under the Community Compact Grant program to add additional fiber from 16 Broad St. to the 4 Fairgrounds Data Center to supplement existing fiber.
Add Public WiFi at Surfside and Jetties Beaches	In Progress: Working with Parks and Rec to determine feasibility and plans for these two locations.
Add Public WiFi across island except Great Point and Coatue	In Progress: The focus is on priority locations such as parks and playing fields. Working with Parks and Rec to add service to Nobadeer, Delta Fields, Tom Nevers Park, and Winter Park.
Expand and improve cell phone service across island	Operationalized: Cellular providers adding antennas to existing DAS infrastructure.
Cybersecurity Focus on cybersecurity to address increasing threats to local governments	Operationalized: IT Systems Security Administrator added to IT Dept in FY 23 to focus on cybersecurity. Implemented Town-wide multi-factor authentication (MFA) and expanded staff training in cybersecurity awareness and best practices.
Review requirements to offer municipal broad band	Completed: Decided not to pursue development of a Municipal Broad Band Utility, as it requires the formation of a Municipal Light Plant (MLP) under MGL 164; and is a significant cost.

EMERGING EFFICIENT TOWN OPERATIONS ISSUES:

- **Nantucket's form of Government**
- **Develop Communications Plan per Select Board Governance Retreat (July 2022)**
- **Hiring and retention efforts in 'new economy' and immense challenges of competing with on-island businesses and off-island communities for qualified applicants.**



Quality of Life

Nantucket is a vibrant and inclusive community committed to the health and well-being of our residents and visitors. The local economy provides middle-class job opportunities, and the Old Historic District is vibrant year-round. The economic vitality of the Island is bolstered by seasonal residents and visitors. Everyone enjoys public access to our beaches, waterways, and conservation land. The Island has maintained its strong rural identity and well-preserved historic character.

GOAL: Develop a comprehensive plan to address and ensure equity throughout Town Policies and Procedures.

Activity	Status (not yet started, in progress, operationalized, completed)
Create a DEI Strategic Plan – to include equity assessment of existing policies and procedures	In Progress: Nantucket received 1 st DEI Assessment Report in August 2022
Highlight DEI gaps in town government/community; Example: Nantucket does not have a Human Rights Commission, LGBTQ+ group, or social justice entity	In Progress
DEI Community Outreach – advancing the purpose and usefulness of DEI Office by sharing objectives with an array of local business, nonprofit organizations, etc.	Operationalized
Hire Diversity, Equity and Inclusion (DEI) director and establish DEI Office	Completed
Establish an internal Diversity, Equity & Inclusion Committee for town employees;	Completed (group continues to meet)

GOAL: Evaluate partnership opportunities that promote healthy, active living and provide facilities, programs, and support for vulnerable populations.

Activity	Status (not yet started, in progress, operationalized, completed)
Participate in Behavioral Health Initiative (BHI)-Youth Project: Youth targeted behavioral health support system focusing on community action and peer mentorship, in collaboration with Nantucket Public Schools and the BHI.	In Progress
Nobadeer Field House Construction	Close to completion

Activity	Status (not yet started, in progress, operationalized, completed)
Expand Human Services Offering related to Behavioral Health and support vulnerable populations	Operationalized: Human Services Director hired in November 2020
Hire Parks & Recreation Manager	Completed. Started position in 12/2021

Strategic Plan 2020



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The Nantucket Strategic Plan is guided by principles of Sustainability.

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AREA OF STRATEGIC FOCUS:

Housing



ASPIRATIONAL STATEMENT:

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GOALS:

- > Achieve Safe Harbor Status in each of the next three years per the goals set for Nantucket by the State through Chapter 40B and maintain local control over affordable housing initiatives.
- > Finalize a plan to address housing needs specifically for Town employees – year-round and seasonal.
- > Determine in greater detail the need for housing at all affordability levels (30% Area Median Income (AMI) to 200% AMI) for the community.
- > ***Provide incentives that encourage homeowners who rent their secondary dwellings seasonally to instead rent them on a year-round basis.***
- > ***Develop a strategy to increase home ownership opportunities for middle-income workers.***

AREA OF STRATEGIC FOCUS:

Transportation



ASPIRATIONAL STATEMENT:

Nantucket has no traffic lights. Year-round transportation includes accessible, affordable, and reliable multi-modal options, that respect the historical setting of our community and limits reliance on single occupancy vehicles and private transportation. The Town has improved safety and mobility without accommodating a car centric culture. Pedestrians and bicyclists feel safe as they traverse along paths and walkways that abut our local roads. Our community embraced the use of technology to improve parking turnover in our vibrant Old Historic District and made year-round access a pleasant experience.

GOALS:

- > Launch a downtown parking management system based on demand management principles that achieves (or is measured by) 85% occupancy of public parking spaces.
- > Complete at least one key sidewalk route connection from Mid-Island (Six Fairgrounds Housing Project) to the ferries with improved standards for accessibility.
- > Shift the mode of choice of commuters from driving alone to using other modes by 6%.

AREA OF STRATEGIC FOCUS:

Environmental Leadership



ASPIRATIONAL STATEMENT:

Nantucket residents and visitors share responsibility for the long-term sustainability of our beautiful island. We recognize our stewardship of the land, air, and water and work to ensure our community is resilient and self-sufficient. Other communities look to Nantucket to learn how to care for the natural environment.

GOALS:

- > Provide data-driven recommendations on island-wide solid waste management guided by principles of sustainability.
- > Finalize an island-wide, long-term water quality management plan that addresses ponds, harbors, stormwater, and wastewater with specific ways/methods to measure improvement.

AREA OF STRATEGIC FOCUS:

Efficient Town Operations



ASPIRATIONAL STATEMENT:

The Town of Nantucket reflects the community value of fiscal responsibility in its operations. Governance is collaborative; and representation on Boards, Committees, and Commissions is reflective of the diversity of our community. Town facilities and offices incorporate modern technology and are efficient in design, energy use and location. The Town is committed to planning for a resilient and sustainable community and maintaining and improving municipal infrastructure and assets. Town employees provide vital municipal services that are valued by residents and visitors and are engaged members of our community.

GOALS:

- > Develop a Facilities Master Plan.
- > Invest in technology.

AREA OF STRATEGIC FOCUS:

Quality of Life



ASPIRATIONAL STATEMENT:

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GOALS:

- > *Develop a comprehensive plan to address and ensure equity throughout Town policies and procedures.*
- > *Evaluate partnership opportunities that promote healthy, active living and provide facilities, programs, and support for vulnerable populations.*