

Town and County of Nantucket Select Board • County Commissioners

Dawn E. Hill Holdgate, Chair
Thomas M. Dixon
Matt Fee
Malcolm W. MacNab
Brooke Mohr



16 Broad Street
Nantucket, Massachusetts 02554

Telephone (508) 228-7255
Facsimile (508) 228-7272
www.nantucket-ma.gov

C. Elizabeth Gibson
Town & County Manager

***AGENDA FOR THE MEETING OF THE
SELECT BOARD
OCTOBER 24, 2023 - 10:30 AM
MEETING TRAILER AT 131 PLEASANT STREET
AND REMOTE PARTICIPATION VIA ZOOM WEBINAR
NANTUCKET, MASSACHUSETTS***

***YOU TUBE LINK FOR VIEWING ONLY:
https://youtube.com/live/vlo_LxLiwhQ***

***ZOOM WEBINAR REGISTRATION LINK TO VIRTUALLY ATTEND MEETING:
https://us06web.zoom.us/webinar/register/WN_uAcxEGc7TyW32W2-KHFXTA***

- I. CALL TO ORDER***
- II. ANNUAL STRATEGIC PLANNING WORKSHOP***
- III. ADJOURNMENT***

MEMO

To: Members of the Select Board
C. Elizabeth Gibson, Town Manager
From: Julia D. Novak, Executive Vice President
Date: October 20, 2023
Re: Select Board Strategic Plan Workshop

My colleague Catherine Carter and I look forward to being with you on October 24 to facilitate discussion around the Town's strategic plan.

The purpose of this memo is to share the agenda 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

Location: 131 Pleasant St.
Nantucket, MA 02554

When: Tuesday, October 24; 9:00 AM to 2:00 PM

Members of the Town Manager's Cabinet may be attending the meeting via Zoom.

Preparation

The Board and Town Administration Cabinet provided input on the Strategic Plan via survey. The results of those two surveys have been included as an attachment to this memo. Please take a few minutes to review the memos in preparation for our meeting on the 24th.

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.

What We Have Accomplished

The Town Manager will provide a high level review of what has been accomplished (completed or operationalized) based on the prior Strategic Planning efforts.

Updating our Plan

We will review the existing Strategic Planning Framework and consider revisions based on feedback from the Board and Cabinet.

The Complexity Conundrum

The Town Manager and Assistant Town Managers will walk through the path a request follows as it moves from idea to action.

What is On Our Plate

We will review initiatives that are currently tapping Town resources to complete so the Board understands how work is aligned with the strategic direction they have established, and the limits of staff capacity. This review includes the discussion the Board requested regarding Capital Projects during the "Collision Projects" conversation.

Next Steps – Staying the Course

We will discuss Board and Staff roles in staying the course decided by the Select Board.

Parting Thoughts – Adjourn

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

Attachment A
**Strategic Planning Survey
Responses – Select Board**

Town and County of Nantucket Strategic Planning Survey Responses – Select Board

Members of the Nantucket Select Board were asked to provide input on the existing Strategic Plan and what they would like to see included in the updated Plan, in advance of the upcoming Strategic Planning retreat. Questions were distributed via Zoho Survey™ and the survey was open from September 18 through September 27, 2023.

All members of the Select Board completed the strategic planning survey. Not every respondent answered every question.

Strategic Focus Areas

The Select Board was first asked about the five Strategic Focus Areas within the Town's Strategic Plan. All respondents agreed that the existing Focus Areas are essential for future community success. No changes were suggested for the existing Focus Areas. However, later in the survey one member commented *"I am not sure we need this as a separate Focus area. Quality of life is the underlying goal of all the other four Focus areas."*

When asked about the need for additional Focus Areas to address emerging issues, one Select Board member commented: *"How do we include a focus area that is forward thinking about the possible impacts of the future potential buildout on our infrastructure, housing crises, capacity to hire people to work in government, etc."*

Aspirational Statements

The Select Board was asked to review the Aspirational Statement for each of the Strategic Focus Areas, and then was asked what, if any, modifications they would suggest.

Housing

Existing Aspirational Statement: 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.

Comments/Potential modifications:

- Ensure focus on housing Town employees
- Add "energy efficient" to the last sentence
- Change reference to "everyone" in the second sentence (could be ... achievable for those who work on the Island)

Transportation

Existing 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.

Comments/Potential Modifications:

- Add “energy efficient” to the last sentence
- Reference evolving regulations and improved safety measures for pedestrians and cyclists

Environmental Leadership

Existing 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.

Comments/Potential Modifications:

- This area needs to have the same priority as housing.

Efficient Town Operations

Existing 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.

Comments/Potential Modifications:

- Reference engaging the next generation of Nantucket leaders

Quality of Life

Existing Aspirational Statement: 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.

Comments/Potential Modifications:

- The statement is fine and I don't disagree with any of it. If we polled 50 people about quality of life on Nantucket, we'd probably get many different answers. Some would be positive, about beaches, open space, etc. Some would be negative about traffic, cost of living, etc. The statement is quite general. That's fine, though it doesn't give much policy direction other than I guess giving a nod to look to preserving those attributes. And we should absolutely do all that! I guess my question would be: is this statement *pro*active enough for 21st century challenges? Also, "rural identity". I know what this means and of course have no issue with the term, though playing devil's advocate for a second, it seems to me with the 2nd busiest airport in the Commonwealth, the frequency of ferries to the Island (putting aside cost and how affordable it is to come here now for a moment), we are seemingly much less rural than we used to be. We certainly are a wonderfully well-preserved historic community; I'm not sure how rural identity fits in with quality of life, new technologies/the modern world/where we are going/policy direction? Anyway, just a few thoughts on this statement. None of what I wrote is particularly helpful, though!
- I checked yes on the first question; however, I am not sure we need this as a separate Focus area. Quality of life is the underlying goal of all the other four Focus areas.
- Reference preparing for and addressing 21st century challenges
- Consider phrasing around “rural identity”
- Ensure that the statement provides sufficient policy direction

Strategic Plan Goals

For each of the Strategic Focus Areas, Select Board members were shown the existing Goals, asked which they'd prefer to keep, and whether there were new Goals that they would like to see included. Responses are captured in the following sections.

Housing

The following table shows the existing Housing goals, as well as what each Select Board member would like to continue to focus on, designated by an "X."

Table 6: Housing Goals

Existing Goal	Matt	Tom	Brooke	Malcolm	Dawn
Achieve Safe Harbor status continually until the 10% requirement is met, per the goals set for Nantucket by the Commonwealth through Chapter 40B, and in so doing, maintain local control over affordable and attainable housing initiatives.	X	X	X	X	X
Finalize a plan to address housing needs specifically for Town employees – year-round and seasonal.	X	X	X	X	X
Determine in greater detail the need for housing at all affordability levels – 30% Area Median Income (AMI) to 240% AMI – for the community.		X	X	X	X
Through a variety of approaches, promote affordable and attainable home ownership opportunities for the year-round community, which will meet housing needs at all income levels and lessen the burdens of government.		X	X	X	X

Suggestions for additional Goals included:

- Determine and create operational capacity to build, lease and maintain Town employee housing.
- Grow the supply of housing units that are permanently deed restricted to year-round occupancy.

Transportation

The following table shows the existing Transportation goals, as well as what each Select Board member would like to continue to focus on, designated by an "X."

Table 7: Transportation Goals

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

Suggestions for additional Goals included:

- Provide broader bus service, including on demand affordable rides.
- Create a complete network of sidewalks/MUPs that would allow people living in the mid-Island and downtown core to access a full range of needed services without the need for a car.
- As a new SB member, I'd have to be briefed on the pros and cons of paid parking / benefit/cost analysis and get some feedback before I'd feel comfortable endorsing any particular paid parking or the like policy. It's fine to be included here.
- Also, looking back to my previous answer on Transportation, public safety in the evolving ebike/e-scooter space, (and a la the wearing of helmets as well). I think this should be a priority – while keeping in mind that state law needs to catch up, etc, etc.
- Integrate traffic modeling into Town decision making. Ensure we are not just pushing problem to next intersection.
- Get cars off sidewalks.

Environmental Leadership

The following table shows the existing Environmental Leadership goals, as well as what each Select Board member would like to continue to focus on, designated by an “X.”

Table 8: Environmental Leadership Goals

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

Suggestions for additional Goals included:

- Fund and prioritize Coastal Resiliency Projects
- Rewrite the first goal
- Establish a solid waste management plan that is guided by principles of sustainability, and allows for adaptation to new technologies and disposal methods.
- Further coastal resiliency goals.

Efficient Town Operations

The following table shows the existing Efficient Town Operations goals, as well as what each Select Board member would like to continue to focus on, designated by an “X.”

Table 9: Efficient Town Operations Goals

Existing Goal	Matt	Tom	Brooke	Malcolm	Dawn
Develop a Facilities Master Plan.	X	X	X	X	X
Invest in Technology	X	X	X	X	X

Suggestions for additional Goals included:

- Improve oversight and enforcement. (Proactive vs reactive.)
- Lessen bi-furcated government.
- Again, as a new member, at this time, I'd look to Town Admin and my colleagues on this one.
- Maybe just adding something like, "secure, proven technologies" – that's fairly obvious though.
- Where are we on the facilities master plan? Should we move from planning to execution?
- Evaluate and consider other forms of government.
- Evaluate other forms of government.

Quality of Life

The following table shows the existing Quality of Life goals, as well as what each Select Board member would like to continue to focus on, designated by an "X."

Table 10: Quality of Life Goals

Existing Goal	Matt	Tom	Brooke	Malcolm	Dawn
Develop a comprehensive plan to address and ensure equity throughout Town policies and procedures.	X	X	X	X	X
Evaluate partnership opportunities that promote healthy, active living and provide facilities, programs, and support for vulnerable populations.	X	X	X	X	X

Suggestions for additional Goals included:

- Support public private partnership to examine indoor, multi-use athletic facility.
- Environmental justice? That may be a separate conversation / N/A to this area.
- "Active living and provide facilities, programs..." is important.
- Also can be in concert with partners such as Land Bank, nonprofits, etc.
- Further year-round recreational options through partnerships with non-profit entities.

Final Comments

When asked what additional comments they wanted to share with the facilitator, one Select Board member provided responses as illustrated in Table 11.

Table 11: Final Comments

Respondent, Department	Comment
Tom Dixon	Looking forward to it! Thanks, -Tom

Attachment B
**Cabinet Input for the Strategic
Plan**

Cabinet Input for the Strategic Plan

Members of the Nantucket Cabinet were asked to provide input on the issues facing their departments and the Town and to weigh in on the existing strategic plan, in advance of the upcoming Select Board Strategic Planning retreat. Questions were distributed via Zoho Survey™ and the survey was open from September 13 through September 22, 2023.

Eighteen members of the Cabinet completed the strategic planning survey. Not every respondent answered every question.

Key Observations

Most Cabinet members feel the work of their departments align with the Quality of Life, closely followed by the Efficient Town Operations Strategic Focus Area. The overall ranking for the focus areas by Cabinet is:

- Efficient Town Operations
- Quality of Life
- Environmental Leadership
- Housing
- Transportation

It is interesting to note that while Housing is not something Cabinet members connect the impact of their work to, they are directly impacted by the housing crisis on the Island because it impacts the workforce. It is also important to note that, while in the aggregate this is how the Focus Areas connect for the Cabinet members, there are individuals on the Cabinet who do identify most closely with Housing and Transportation. Strategic connection and collaboration by Cabinet members on each of the focus areas is ultimately required to carry out the workplan.

As the Board embarks on the update to the Strategic Plan, the issues identified by the Cabinet that they hope the Board will focus on are all internal and related to workforce. Issues of employee burnout, lack of workspace, questions about the adequacy of compensation, and the ongoing challenges with housing make both RETENTION and RECRUITMENT significant hurdles for the Town. These were identified as both departmental and town-wide issues.

The interconnection between providing essential services to the community and the comprehensive workforce challenges that the Town faces might lead the Board to discuss and consider a strategic focus area that is workforce/employee related.

Important Issues for Departments

Cabinet members were asked to share the three most important issues facing their departments. Across the 18 respondents, 55 issues were shared, which generally fell into the following categories.

Table 1: Issues Facing Departments

Issue Category	Number of Responses	Comments from Cabinet
Recruitment and Retention	11	- Retention (x4) - Retention of staff due to housing crisis - Recruitment and retention (wages) - Recruitment - Staffing (x2) - Hiring - Staffing, talent, and turnover
Housing	8	- Year-round housing options - Unwavering and unanimous Select Board support for addressing our year-round housing challenge - the Board's stated "Priority #1, #2 and #3". - Adequate financial resources - need the legislature to allow a transfer fee (Housing Bank) so it is not all on the taxpayer - Housing (x5)
Environmental Concerns	5	- Coastal erosion - Environmental leadership - Climate change/sustainability - Water Quality / habitat loss - Resiliency
DEI	5	- Diversity - Shared understanding of DEI - Valuing the practice of DEI - Financial support for DEI objectives - DEI implementation
Workload / Burnout / Morale	4	- Staffing Level/Workload Burnout - Burnout - Labor Relations & Employee Morale - Lack of connection/successes
Physical Space	4	- Space - we need more administrative offices and additional program space (science classrooms, vocational/technical, PreK, alternative school) - Physical Space for people to have privacy. - Space needs - Sufficient and sustainable facilities/infrastructure
Project Management	3	- Scope creep - Too many projects - Data driven management
Compensation and Benefits	3	- Salary - Benefits - Compensation dissatisfaction
Cyber Security	3	Cybersecurity (x3)
Succession Planning	2	Succession Planning (x2)
Other	7	- Bottlenecks in the system - Managing public expectations - Transportation

Issue Category	Number of Responses	Comments from Cabinet
		• Maintaining relevance • Adequate financial resources • Cost of living • Failing equipment with no scheduled maintenance or maintenance office

Important Issues for the Town

Cabinet members were also asked to share the three most important issues facing the Town overall. Across the 18 respondents, 55 issues were shared, which generally fell into the following categories.

Table 2: Issues Facing the Town

Issue Category	Number of Responses	Representative Comments
Housing	11	• Housing for Town Employees • Housing
Recruitment / Retention / Staffing	10	• Staffing, talent, and turnover • Recruitment
Inefficiency / Lack of Resources	7	• Too many projects • Funding • Efficient government operations
Communication	5	• Communication: internal and external • Public-facing interactions
Physical Space / Infrastructure	4	• Location of Town government - moving Town building from downtown • Landfill • Infrastructure
Culture / Morale	3	• Modernization and adaptability • Staff retention and feeling a lack of appreciation
Compensation and Benefits	3	• Compensation • Employee Salary
Governance	3	• Annual Town Meeting is obsolete and does not fully represent the residents of the Island • Difficulty finding qualified people to run for office (ex. School Committee)
Cyber Security	2	• Cybersecurity
Environmental Concerns	2	• Truly going green - Town vehicles, solar and wind for electricity, etc. • Sea level rise
Public Trust	2	• Public perception/Trust • Lack of public trust
Other	3	• Economic development • Finding a balance between community concerns and professional staff guidance • Results

Emerging Issues

Cabinet members were asked to share emerging issues in the community that the Select Board should be aware of. The following list shares the comments received, by Cabinet Member who responded.

- Resiliency, cybersecurity, cost of running an island, changing workforce expectations (Not your father's 9-to-5 anymore), governing a remote/telecommute workforce, mental/physical health (new facilities and programs), Island talent exodus/brain drain, loss of cultural identity vs demands of new money and good times, supply chain capacities, third cable/energy self-sufficiency, inability to afford projects (escalation of rates and no competition), crime.
- Housing has yet to improve since the SB started taking action and in fact has gotten worse on the Island.
- Staffing the Unions perception on wages and why others less qualified or certified are paid more.
- School budget needs to be appropriate for needs of the school system.
- Increased usage of electric bikes and scooters have resulted in increased danger to pedestrians on the Town's multi-use paths and roadways. This is creating an especially difficult situation for the elderly.
- In a time where Island life is threatened by existential threats like climate change and sea level rise the Town faces ever growing threats from daily life. Housing, both surface and ground water quality, and transportation issues have created great stress within the community. To get staff and the community educated on all these important issues is an incredibly difficult task to say the least. The community seems to be looking to the Town to adapt to the current conditions in the public and private sector to have an efficient, transparent government. There is a perceived division between residents and non-residents, Town employee morale is low and at times it feels that issues are addressed in the order of those who complain the loudest.
- Locals are being priced out of the community, for many it's becoming unfeasible to call Nantucket home.
- How changes in the lodging industry (Corporation-owned v. owner-occupied) are changing affordability for visitors. Quality of Life issue.
- I believe the SB is aware, but attainable housing to make recruitment appealing is critical.
- The lack of employee morale leads to high turnover rates which leads to employee shortages. Employee shortages cause a breakdown in services. Loss of service disproportionately affects environmental justice communities. These communities tend to be the bulk of our Island workforce leading to large-scale service disruptions in other sectors as well. This large-scale disruption results in lack of confidence in our elected officials.
- Lack of representation on boards, committees, staff and Town government in general, public safety, economic development, budgeting, staffing and housing issues.
- Impossible to execute everything on SB wish list, especially with their changing priorities and propensity to add new projects w/o making the tough choice of what to de-prioritize.
- People are mad at everyone, all the time.

New Focus Areas

When asked whether there were additional Focus Areas that the Select Board should consider in the upcoming strategic planning process, four respondents indicated that there were. These additional Focus Areas include:

- **"Competing"** – Nantucket's ability to attract and retain all aspects of a healthy island – workforce, businesses, families, medical, recreation.
- **Education** – the better education we provide to our residents works to create trust and involvement with local governance and decision making.
- Employee **retention programs** and **benefits revamp**.

- Not necessarily a new area of focus, but I think in "Efficient Town Operations" there should be a stated focus about **retaining and attracting** qualified and dedicated employees.

Final Comments

When asked what additional comments they wanted to share with the Town Manager or Select Board, several Cabinet members provided responses which follow below.

- Libby is irreplaceable and we would be lost without her!
- The Strategic Plan process is helpful for targeting our efforts. Prioritizing is very useful.
- We have to find new and dynamic ways to bring the community together to take on the challenges we face. We should always be looking to challenge ourselves to improve and set the example within the community of transparent and efficient leadership.
- We should work on an implementation plan that also goes with the strategic plan. Otherwise, it's just another document that many people will ignore.
- We need a project management office.
- A lot of time and effort are put into their strategic plan so please keep focus on the plan and assist the Town to accomplish these goals and not diverge and add on. The scope creep and expectations of the Board for new services and programs is unrealistic.
- The Strategic Plan process is helpful for targeting our efforts. Prioritizing is very useful.
- Transportation should be re-directed to Planning Board/Department.
- The staff needs your support when it comes to implementing the work necessary to make this strategic plan a success.

TOWN OF NANTUCKET

Strategic Plan in Review



AUGUST 2023



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Dear Community Members:

It is a pleasure to serve this community as Chair of the Select Board. In 2018, the Board began a Strategic Planning process that focused on what we needed to do to have a positive impact on the lives of everyone who visits, works, and lives on our Island. Over the past five years, we have been guided by our attention to five focus areas – Housing, Transportation, Environmental Leadership, Efficient Town Operations, and Quality of Life. Each focus area has associated goals and activities identified to implement those goals.

As this work has been underway, we have seen many of our aspirations and goals become part of the daily operations of Town government. We can proudly report that the expectations we set in 2018 – to use a strategic planning process to make a positive difference for the future of our island – are being met. This report identifies the work that has been achieved by the Town departments under the mantle of the Select Board's Strategic Plan. There is much to celebrate in the successes we have realized and they have set a firm foundation for continuing to move forward with the practice of using strategic planning as a guide to Nantucket's future. The Select Board looks forward to continuing these initiatives for ongoing improvement to our island community.

The Select Board will hold a retreat in October 2023 to take a deep look at our Strategic Plan and reflect on where we are, and where we need to focus energy and resources in the coming years. The time is ripe to review the alignment of the focus areas and goals with the new economic and social realities facing our Town.

I hope you will join me in acknowledging and celebrating the successful work that the Strategic Plan has brought to our island community.

Sincerely,

Dawn Hill Holdgate
Select Board Chair

**The time is ripe
to review the
alignment of the
focus areas and
goals with the
new economic
and social realities
facing our Town.**

Introduction

The Town of Nantucket (Town) initiated a strategic planning project in 2018. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those that are not, and, over the course of the last five years, Town staff have worked to implement projects, programs, and initiatives related to each of those outcomes, and to work with the Select Board and Town Administration to build a collective understanding of the available resources, the operating context, and how priorities have shifted as new activities have become part of how the Town does business.

In October 2023, the Select Board will work to develop a refreshed strategic plan, reflective of the outcomes the Town is seeking to advance over the next five years. This document provides a comprehensive update on the work that has been completed as a result of the 2018-2023 strategic plan, as well as some of the initiatives that are still on-going, which is important input for developing future priorities. Some activities associated with the strategic plan have been operationalized – while the Town will continue to work on these activities, they now represent appropriately resourced, day-to-day programs of the Town.



Employees gathered for a volunteer trash pick-up day.

Strategic Plan Overview

Major elements of the Town's strategic plan include the Town's commitment to sustainability, its five focus areas, and several goals related to each area.

The Nantucket Strategic Plan is guided by the principles of Sustainability. 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.

The plan has five focus areas, which will be reviewed over the next several pages:



Housing



Transportation



Environmental
Leadership



Efficient Town
Operations



Quality of Life

Select Board's Strategic Planning Timeline



October 2018

Three focus areas identified
(Housing, Environmental
Leadership, Transportation)



June/July 2019

Retreat to review and
refine focus areas



September 2019

Revised strategic plan
adopted with Principles of
Sustainability



October 2020

Retreat to review aspirational
statements and add new
Focus areas (Efficient Town
Operations and Quality of Life)



October 2021

Retreat to review
progress and approve
updates



November 2022

Retreat to review
progress



January 2023

Updated strategic
plan adopted



October 2023

Retreat planned to review
progress and refresh focus
areas/goals

AREA OF STRATEGIC FOCUS:

Housing



Housing that is available, affordable, and appropriate for the island has been at the forefront of the Select Board's Strategic Plan.

ASPIRATIONAL STATEMENT

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.

Since 2019, the Town's Housing Department, through the Affordable Housing Trust, has worked to achieve Safe Harbor status limiting the number of 40B projects that can be built on island while also creating housing projects and programs to provide safe housing for all residents.

Sixty-seven million (\$67 million) in funding approved through Town Meeting and Town Elections since 2019 has enabled the purchase of property on Orange Street, Bartlett Road, and Fairgrounds Road to build housing units. Some are already under construction and others are well along in the planning phase.

Nantucket has also played a leading role in advancing a home rule petition at the state level that would provide a steady stream of income for housing projects by a proposed .5 % fee added to sale of a home on the amount over \$2 million.

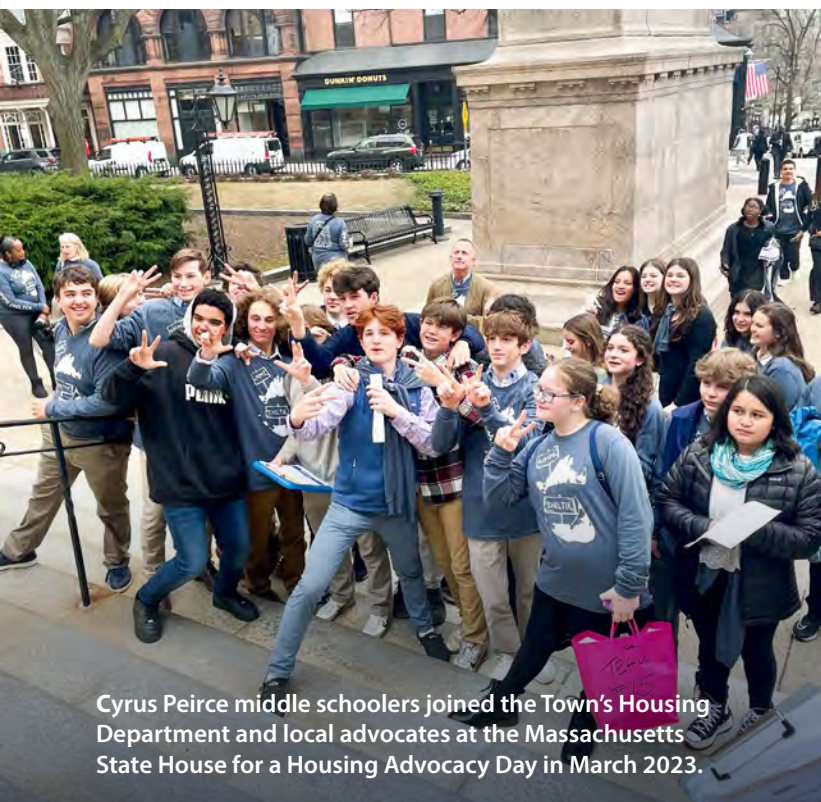
GOALS

- Achieve Safe Harbor status continually until the 10% requirement is met, per the goals set for Nantucket by the Commonwealth through Chapter 40B, and in so doing, maintain local control over affordable and attainable 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 40% AMI – for the community.
- Through a variety of approaches, promote affordable and attainable home ownership opportunities for the year-round community, which will meet housing needs at all income levels and lessen the burdens on government.

ACTIVITIES THAT HAVE BEEN COMPLETED OR OPERATIONALIZED

Over the last five years, considerable progress has been made to achieve the goals in the Housing focus area. A selection of completed activities or operationalized programs include:

- More than doubling the Town's official Subsidized Housing Inventory (SHI) to 273 units in 2021
- Receiving certification for the Town's Housing Production Plan from the Department of Housing and Community Development in 2021
- Achieving and extending Safe Harbor status through December 2024 (anticipated), based on having deployed a portion of the resources approved by Annual Town Meetings (ATM) for affordability buy-downs, SHI-inclusion, and accelerated production
- Surveying Town employees on the topic of housing in 2022, which revealed that 50% of survey respondents were housing cost burdened, and half of that group is extremely housing cost burdened
- Purchasing land at 135 and 137 Orange Street and 12 and 12R Bartlett Road to support creation of up to 36 affordable housing units, which will contribute to Safe Harbor status
- Completing a housing demand study through partnership between the Affordable Housing Trust and ReMain Nantucket in 2021
- Researching community land trusts, which are proven models utilized across the country that may aid the Town in achieving its housing goals. One fundamental principle of the model is that the land trust owns the land and the homeowner owns the home, thereby making the home ownership more attainable
- Approval of a permanent \$6.5 million override at 2023 ATM and Annual Election



Cyrus Peirce middle schoolers joined the Town's Housing Department and local advocates at the Massachusetts State House for a Housing Advocacy Day in March 2023.



Construction of affordable housing at 31 Fairgrounds Road.



Transportation

The Strategic Plan promotes a variety of transportation options to visitors and residents.

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.

Over the past five years, sidewalks have been repaired throughout the downtown area and new bike lane markings have been added. As new road and street projects are brought online, attention is paid to improving walkways and bicycle access – all designed to encourage mobility around the island and in and out of downtown without relying on cars.

Planning also depends on collecting data to better understand traffic flow and parking needs to set policies and create programs to improve traffic and parking programs. Traffic counting stations have been installed at Goose Pond and Orange Street to determine vehicular traffic patterns. Data from License Plate readers used by Community Service Officers for parking enforcement in different seasons and at different times of the day.

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 commuter mode of choice from driving alone to using other modes of transportation.

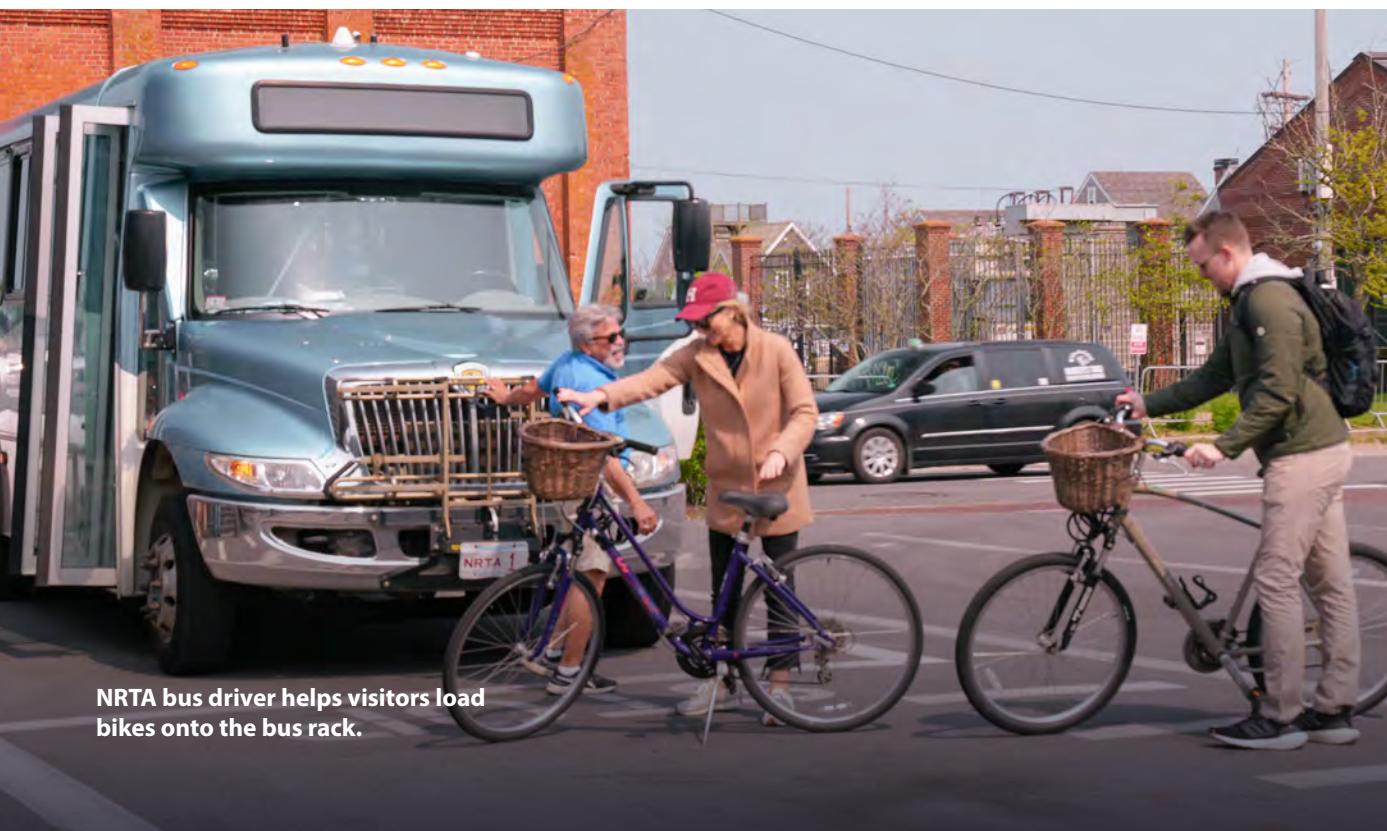
ACTIVITIES THAT HAVE BEEN COMPLETED OR OPERATIONALIZED

Since initiating the strategic planning process in 2018, the Town's commitment to improving transportation has yielded considerable results. Some of the completed activities or operationalized programs related to this focus area include:

- Completing the Orange Street bike lane from Milestone Road to Landmark House and improving the Candle Street bike lane
- Repairing sidewalks on:
 - Easy Street
 - Broad Street
 - Washington Street
 - Salem Street
 - Centre Street
 - South Water Street
 - India Street
- Installing a traffic counting station at Goose Pond/Orange Street
- Researching software to support parking management systems
- Conducting outreach and education related to motorized bicycle and scooter safety
- Determining low-cost and high-yield measures to better understand year-over-year changes to transportation mode share



Biker rides on sidepath along Cliff Road.



NRTA bus driver helps visitors load bikes onto the bus rack.

AREA OF STRATEGIC FOCUS:

Environmental Leadership



The Town's Environmental Leadership goals focus on long-term stewardship of water quality and effective solid waste management.

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.

With the Town's contract for solid waste management coming due in 2025, the need to prepare for a vendor to manage the town's solid waste has been a critical focus of the strategic plan. A working group meets monthly to discuss long-term solid waste planning. To date, the Town has issued an "Expression of Interest" for future vendors to oversee the Town's solid waste facility that will address needs and opportunities in solid waste management practices that have occurred since the original contract was issued in 1996. In the shorter-term, improvements have been made to the "Take It or Leave It" and the separation of recyclable and non-recyclable materials. Additionally, the Town has implemented a ban on single-use plastics including a public outreach program focused on alternatives to single-use plastics.

Our island community must focus on the quality of its water sources and management efforts. The Strategic Plan has supported the development of a comprehensive Water Quality Management Plan including the quality of surface and harbor waters as well as stormwater and wastewater management. A new sewer force main running from the Sea Street Pump Station to the Surfside Wastewater Treatment Facility on South Shore Road is under construction;

an extended new sewer line is operational in the Shimmo and mid-Island areas, and PLUS parcels, and a stormwater enterprise fund has been authorized. The emergence of PFAS as a critical issue occurred during the early stages of the Strategic Plan and the Select Board modified the Plan to devote resources to conduct assessments and provide recommendations for best practices to deal with the hazard.

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.

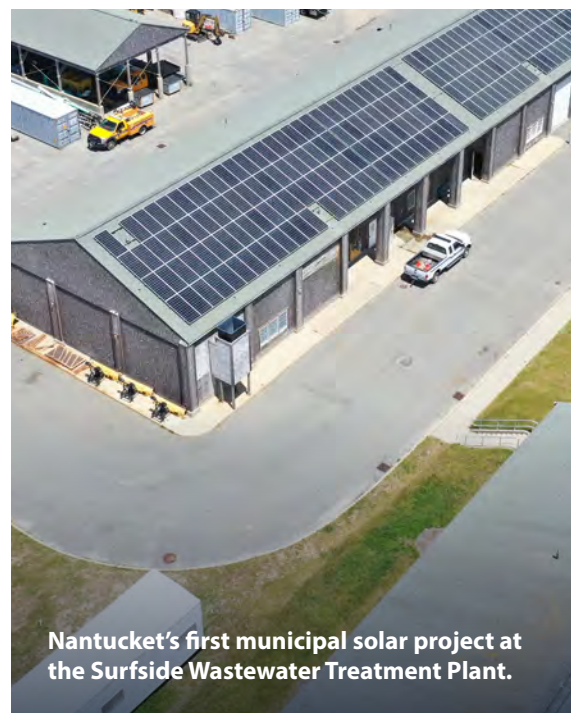
ACTIVITIES THAT HAVE BEEN COMPLETED OR OPERATIONALIZED

With regard to Environmental Leadership, the Town's goals generally align with solid waste management and water quality. Some of the completed activities or operationalized programs related to this focus area include:

- Finalizing the Island-wide, long-term water quality management plan, which:
 - Identified management strategies to reduce the controllable nutrient load to surface water
 - Worked to integrate existing plans related to water quality
 - Explored improvements to water quality testing procedures and habitat quality evaluation
- Continuing use of Nantucket WQAV - an interactive, web-based water quality monitoring tool
- Evaluating bay scallop and eelgrass populations for both harbors
- Researching and developing illicit discharge regulations, including for stormwater and pools
- Creating a robust PFAS awareness and education program to share recommendations and best management practices
- Implementing requirements related to the Town's Green Communities designation
- Requesting expressions of interest for future solid waste management
- Conducting a Materials Recovery Facility (MRF) condition and project assessment



Natural Resources Department employee working on bay scallop spawning efforts at the Brant Point Shellfish Hatchery.



Nantucket's first municipal solar project at the Surfside Wastewater Treatment Plant.

AREA OF STRATEGIC FOCUS:



Efficient Town Operations

Town services, programs, and policies rely on dedicated professional staff and committed residents to positively impact the community

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.

Implementing the goals of the Strategic Plan and the day-to-day operations of the Town depend upon the strength of the Town's staff and the ability to recruit and retain them. Several initiatives are underway and/or completed to address the Town's staffing needs including a review to ensure a competitive compensation package and programs to achieve succession planning by developing and promoting staff from within the organization. A work group has been created to identify actions to enhance employee morale ranging from multi-departmental team activities to improved communication channels. To address housing needs of Town employees, an internal team meets regularly to identify opportunities to pursue for year-round and seasonal employees.

Technology that is reliable and secure is also critical to efficient town operations. Attention to cybersecurity on the Town's network is vigilant if not visible and keeps the Town's information safe. New methods of authentication have been introduced for all Town

technology equipment and on-going training is part of every staff member's work. The Town's electronic communication and social media tools are consistently upgraded and refreshed to keep the public informed. A Communications Plan is in place with the goals of reaching all of the island's population in media and formats appropriate to their needs.

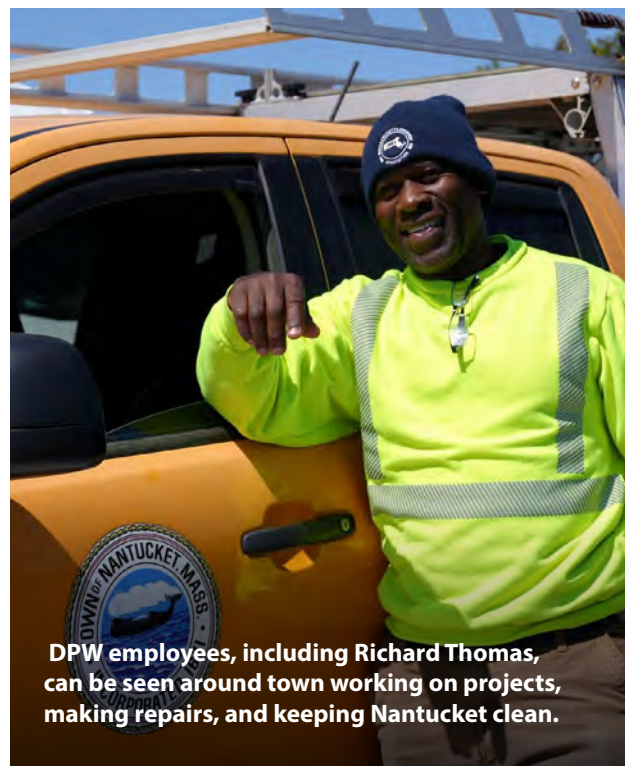
GOALS

- Develop a Facilities Master Plan
- Invest in technology

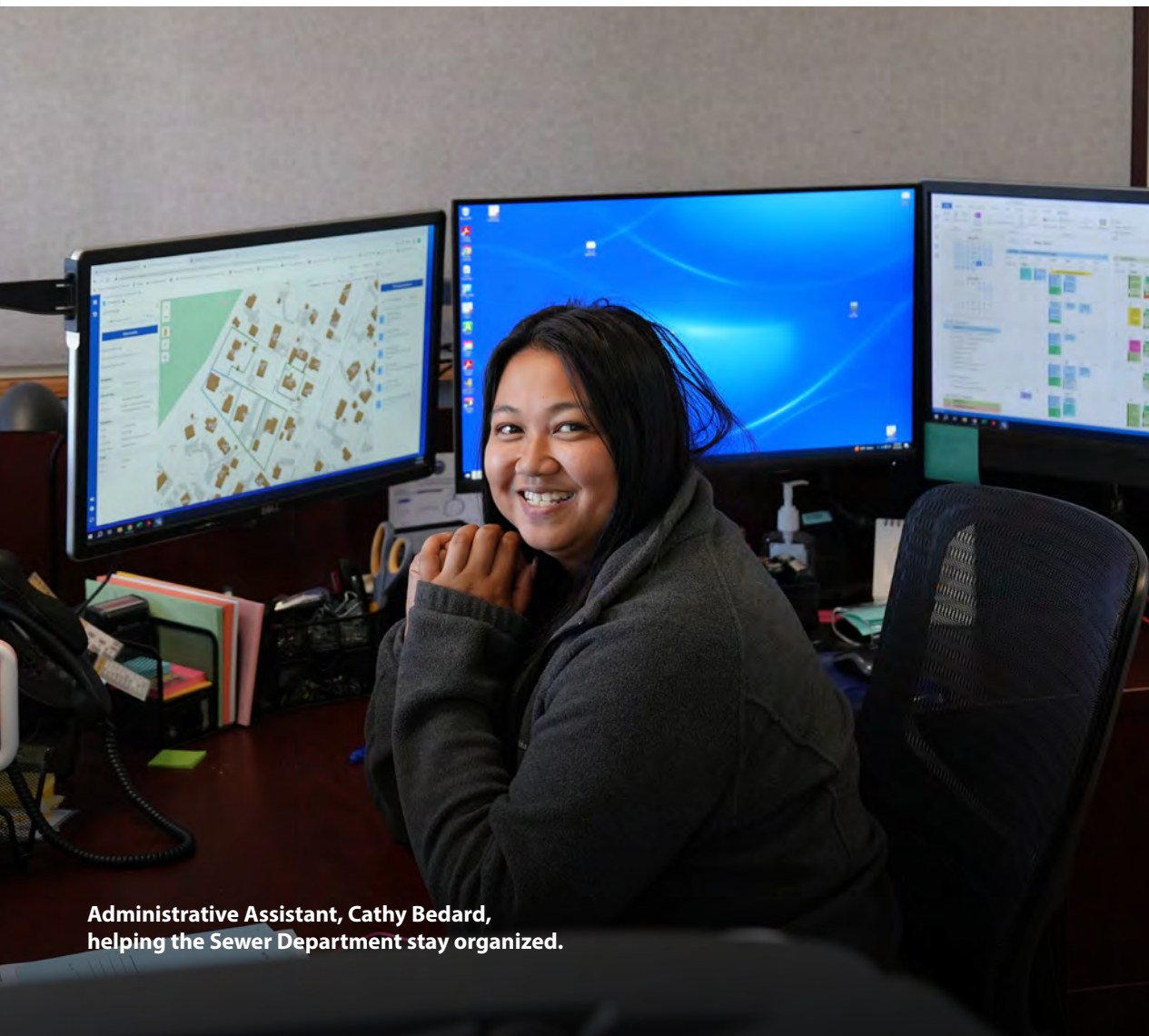
ACTIVITIES THAT HAVE BEEN COMPLETED OR OPERATIONALIZED

Over the last five years, considerable progress has been made to achieve the goals in the Efficient Town Operations focus area. A selection of completed activities or operationalized programs include:

- Developing a Concessions Master Plan
- Updating the Parks Master Plan to align with the Open Space Plan and Coastal Resiliency Plan
- Developing a plan for a new DPW facility
- Focusing on cybersecurity to address increasing threats faced by local governments
- Facilitating a process for the Select Board to discuss future Facilities Master Planning
- Evaluating the Town's role in wifi and cell phone
- Reviewing the requirements to offer municipal broad band



DPW employees, including Richard Thomas, can be seen around town working on projects, making repairs, and keeping Nantucket clean.



Administrative Assistant, Cathy Bedard, helping the Sewer Department stay organized.

AREA OF STRATEGIC FOCUS:

Quality of Life



The island's population is changing, with residents and visitors focusing on different parts of their Nantucket experience.

ASPIRATIONAL STATEMENT:

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.

Recognizing that the current demographic distribution of the island's population and the Town's workforce is far more diverse than it was twenty years ago, the Town established an office of Diversity, Equity and Inclusion. The Town hired a DEI Director who immediately worked with a team of town employees and a consultant to develop a strategic plan to address DEI issues and opportunities to support a more diverse workforce within Town government. The Select Board endorsed that plan in May 2023 and actions are underway to implement it.

Among the gifts of living on-island are the abundant resources for enjoying the Town's recreational facilities and programs. A Parks and Recreation Manager was hired in 2021 who oversees the condition of the Town's playing field and sports programs including the completion of a field house at Nobadeer Field. The Parks and Rec Manager also monitors the Town's concessions and parks master planning.

Nantucket has a wealth of agencies and services to address the behavioral health of island residents. The COVID pandemic exposed unmet and underserved needs of different populations. Guided by this lens, the Town supported an allocation of \$175,000 at the 2023 Annual Town Meeting to support local agencies addressing youth behavioral health needs.

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.

ACTIVITIES THAT HAVE BEEN COMPLETED OR OPERATIONALIZED

Since adding the Quality of Life focus area in 2020, the Town's commitment has led to demonstrable progress. Some of the completed activities or operationalized programs related to this focus area include:

- Hiring a Diversity, Equity, and Inclusion (DEI) Director and establishing the Town's DEI Office
- Developing a DEI Strategic Plan for Town government, which includes an equity assessment of existing policies and procedures
- Completing the construction of the Nobadeer Field House
- Conducting DEI community outreach to local businesses, nonprofits, etc.
- Establishing an internal DEI Committee for Town employees
- Expanding Human Services offerings related to behavioral health and support for vulnerable populations
- Hiring a Parks and Recreation Manager
- Recognizing Juneteenth and Columbus Day as Indigenous Peoples' Day



Soccer player at the
Nobadeer Athletic Fields.



16 Broad Street
Nantucket, MA 02554
Phone: 303-286-3000
www.nantucket-ma.gov



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