



TOWN AND COUNTY OF NANTUCKET

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*AGENDA FOR THE MEETING OF THE
SELECT BOARD
MAY 8, 2018 - 11:00 AM
PUBLIC SAFETY FACILITY TRAINING ROOM
4 FAIRGROUNDS ROAD
NANTUCKET, MASSACHUSETTS*

I. CALL TO ORDER

II. STRATEGIC PLAN WORKSHOP

1. Recap Current Strategic Planning Process with Workgroup Structure (15 minutes)
 - a. Housing - met May 3, 2018
 - b. Transportation - Meets May 9, 2018 at 2:30 PM
 - c. Environment - Meets May 14, 2018 at 9:30 AM at Police Conference Room
2. Review Changes for Housing Goal (From Housing Workgroup) and Achieve Consensus from Select Board Members (1 hour)
3. Next Steps for Strategic Planning (15 minutes)
 - a. Review Changes for Transportation Goal
 - b. Review Changes for Environment Goal
 - c. Board Presentation to the Public - Content and Date
4. Outreach Strategies to Planning Board and NPEDC (30 minutes)
5. Next Meeting of Select Board Strategic Planning - May 22, 2018, 11:00 AM - 1:00 PM

III. ADJOURNMENT

Town of Nantucket / Select Board
Strategic Plan Working Roadmap

HOUSING

This document includes

- 1) The initial goal and strategies for the Housing topic as approved by the Board on April 24, 2018
- 2) Proposed revisions made by the Housing Work Group on May 3, 2018 to the following areas:
 - a. Goals
 - b. Broad Strategies
 - c. Some initial action steps
 - d. Clarification of outreach efforts

Town of Nantucket / Select Board

Strategic Plan Working Roadmap – revised discussion draft

April 24, 2018

Overview & Objectives:

- Reach Board consensus on a strategic direction for the future (shared vision)
- Prioritize 3 strategic areas of focus (goals) that are doable and within purview of Select Board within three years
- Identify/agree on the critical success factors necessary for each priority
- Agree on a process/framework for changes moving forward
- Ensure follow through: mutual accountability, monitoring progress and commitment from Board-to-Board
- This plan does not exclude work and progress being made in other areas or projects

Background on Process: Facilitator guided team to a General Agreement on elements of plan, a general sequence and what work flow looks like, from now to completion, is as follows:

- It was agreed to take a 3-segment approach, developing plans for each strategic priority on parallel tracks. Basic elements are consistent from segment to segment.
- Communication planning is a thread throughout, not necessarily last in sequence but a part of each element discussion. (See graphic below)
- Bigger picture discussions (goals and strategies can be done on parallel tracks) and will be done by whole team
- Get more flexible about when to move to smaller groups, as discussions are more granular
- Shorter, more frequent planning sessions. No full days.
- Evaluation and monitoring systems will be put in place to achieve continuous improvement.
- Format: not during or following regular Select Board meetings; separate place, dedicated time; need for a facilitator is crucial
- Look at the strategic plan every year to refresh (facilitated). (Maybe in May due to board changes)
- It was agreed that end of May was too ambitious a timeline for completion. Reset to Labor Day.
- By end of May 2018, big picture goals and strategies will be presented to the public for feedback.
- Action planning, timelines, implementation specifics over the summer.
- Written plan by end of September 2018



<Will do improved figure>

HOUSING

Desired Conditions: Available, affordable, year-round housing for sale and rent. No more “ACK shuffle.” Educate public on critical need. Tiers: various affordable levels. Diversity of stock. HDC approved, i.e. the “Nantucket Look.” Seasonal workforce needs met. Encourage density within walking distance of goods/services. Successfully integrated with entire island. Well structured (organizationally and financially). Energy Efficient.

Critical Success Factors

- ❖ Housing Specialist with support (SB/TON, Planning Dept., AHTF, Housing Nantucket, FinCom, Public)
- ❖ Funding (Private and public, Taxes, Incentives, Financial structure profitable)
- ❖ Solve TON employer housing issues

Housing Goal #1:

Add 2% of existing year-round housing stock (approx. 100 units) into the 80-150% AMI category by Sept 2021.

Current Opportunities	Current Threats
Expansion of covenant program	Inadequate info on needs/demands for rental vs. ownership
Utilize the Housing Production Plan (HPP)	Lack of communication
Analyzing and increasing utilization of existing zoning	Existing homeowners fear loss of rental income
Utilize bonuses and fee incentives (waivers)	Lack of shared vision among boards
Secondary and/or tertiary dwellings – explore options to make affordable	NIMBY – one big project fear
Energy efficiency	Not being creative enough

Housing Goal 1 Broad Strategies (that seek maximize opportunities and reduce/minimize threats)

1. Zoning – analyze; utilize incentives to increase effectiveness secondary/tertiary dwellings; identify zoning changes needed
2. Internal buy in and shared vision
3. External/public process
4. HPP guidelines

Housing Goal 1 Data and Research

1. Zoning (internal)
 - existing provisions
 - identify failed initiatives and why they failed, if possible
 - how many times have existing provisions been used to create # units

- # non-conforming housing approved by ZBA
- 2. HPP guideline review – done? Needs a deeper look to see what’s been done and what hasn’t been done (Internal and external)
- 3. Public Outreach Tasks
 - Housing: Internal buy in – Meet with Planning Board and Staff and other related groups (ZBA) (internal)
 - External/public process – Survey? Public Forum? Update? Target Groups (internal)

Housing Goal 1 Specific Strategies

Housing Goal 1 Action Steps

Housing Goal 1 Evaluation/Monitoring Process

Housing Goal #2

By Sept 2021, finalize a master plan for 6FG and other housing-appropriate Town owned properties to address unit availability for seasonal and year-round Town employees. Have a 1st phase project permitted before or by Sept 2021.

Current Opportunities	Current Threats
Dedicated staff	Regulatory issues / Multi part permitting process
Community support (could be dwindling?)	Unions
Property Control	NIMBY
Unanimous Select Board support	Cost to build
Improve employee/recruitment retention	Dwindling community support
Aligning employee housing policies with major employers	
Land trust	

Housing Goal 2 Broad Strategies

1. Establish collaborative fact-based public process
2. Collaborative fact-based strategy/outreach to Town employees

Housing Goal 2 Data and Research

1. What data can/should be collected? I.e., inventory of all town-owned property. What can be done on each within zoning by-law/general/other bylaws. GIS Analysis
2. Ask town employees if they have a unit they could rent to a fellow employee
3. Outreach to town employees: What would they be willing to give up for housing? Demographic review/design of it? (WPI? Or HR?)
4. Public Outreach - how to determine who needs housing? Survey? Public Forum?

Goal 2 Specific Strategies

Housing Goal 2 Action Steps

Housing Goal 2 Evaluation/Monitoring Process

Housing Goal #3
By Sept 2021, achieve Safe Harbor status (1% of 10% gets 2-year status)

Current Opportunities	Current Threats
Existing Projects: Sachem’s Path, Richmond, Ticcoma, Surfside	NIMBY –public sentiments
Incentives, tiered fees	Developer follow through (credibility)
Zoning initiatives (inclusionary; end dwellings)	Existing TON infrastructure
FGR master plan	Project quality - poor
Other TON land	Parking
Housing for Humanity (previous? future 100%)	Project oversight when built
Water/Sewer Building	Spread out housing (Cannot concentrate)
HN previous units	ATM – support \$ changes
	Housing Specialist support (lack of)

Housing Goal 3 Broad Strategies

1. Establish collaborative fact-based public process
2. Joint examination and review of existing and potential incentives to encourage housing to achieve Safe Harbor status

Housing Goal 3 Data and Research

1. Examine existing, pending developments, status
2. Identify existing and potential incentives
3. Public Outreach - Surveys, public forums to identify interest in incentives and inform about the goal

Housing Goal 3 Specific Strategies

Housing Goal 3 Action Steps

Housing Goal 3 Evaluation/Monitoring Process

HOUSING WORKGROUP REVISIONS MAY 3, 2018

Desired Conditions: Available, affordable, year-round housing for sale and rent. No more “ACK shuffle.” Educate public on critical need. Tiers: various affordable levels. Diversity of stock. HDC approved, i.e. the “Nantucket Look.” Seasonal workforce needs met. Encourage density within walking distance of goods/services. Successfully integrated with entire island. Well structured (organizationally and financially). Energy Efficient.

Critical Success Factors

- ❖ Housing Specialist with support (SB/TON, Planning Dept., AHTF, Housing Nantucket, FinCom, Public)
- ❖ Funding (Private and public, Taxes, Incentives, Financial structure profitable)
- ❖ Solve TON employer housing issues

Housing Goal #1:

Between now and 2021, work to ensure the creation of 24 new units per year of SHI-eligible housing.

Current Opportunities	Current Threats
Expansion of covenant program	Inadequate info on needs/demands for rental vs. ownership
Utilize the Housing Production Plan (HPP)	Lack of communication
Analyzing and increasing utilization of existing zoning	Existing homeowners fear loss of rental income
Utilize bonuses and fee incentives (waivers)	Lack of shared vision among boards
Secondary and/or tertiary dwellings – explore options to make affordable	NIMBY – one big project fear
Energy efficiency	Not being creative enough

Housing Goal 1 Broad Strategies (that seek maximize opportunities and reduce/minimize threats)

5. 24 = one year of Safe Harbor (10% for Nantucket = 490 units; presently at 121)
6. Utilize existing, in-pipeline + new development to achieve SHI eligibility goal
7. Joint examination and review of existing and potential incentives and subsidies to encourage housing construction to achieve Safe Harbor status
8. Internal buy-in, shared vision and coordinated advocacy by elected leaders, town government, across the board is paramount for success
9. External outreach and engagement with the community
10. Massachusetts SHI requirement reset in 2021 following 2020 census
11. Analyze zoning changes needed to create incentives to expand SHI list
12. Review HPP strategies

Housing Goal 1 Data and Research

4. Zoning (internal)
 - Chart existing zoning provisions
 - identify zoning initiatives that can be used to increase utilization
 - how many times have existing provisions been used to create # units
 - # non-conforming housing/affordable units approved by ZBA
5. HPP guideline review with consultant, Judith Barrett, to develop an implementation plan
6. Identify housing projects in the pipeline or existing that have SHI-eligible units

Housing Goal 1 Outreach

1. Housing: Internal buy in – Meet with various regulatory boards/commissions and departments on specific issues
2. External/public Outreach – Survey? Public Forum? Update? Social Media

Housing Goal 1 Specific Strategies

Housing Goal 1 Action Steps (In process – some have already emerged based on strategies)

1. Analyze appropriate existing and potential locations
2. Determine land and financial support required

Housing Goal 1 Evaluation/Monitoring Process

Housing Goal #2

By September 2021, finalize a plan to address housing needs specifically for Town employees – year-round and seasonal - and have “broken ground” on [X] units.

Current Opportunities	Current Threats
Dedicated staff	Regulatory issues / Multi part permitting process
Community support (could be dwindling?)	Unions
Property Control	NIMBY
Unanimous Select Board support	Cost to build
Improve employee/recruitment retention	Dwindling community support
Aligning employee housing policies with major employers	
Land trust	

Housing Goal 2 Broad Strategies

- 3. Establish collaborative fact-based public process
- 4. Create units at the remaining undeveloped sites at Town’s Fairgrounds Road Property
- 5. Expansion of role of existing entities, e.g., Nantucket Educational Trust, Housing Nantucket
- 6. Employee housing for non-union personnel

Housing Goal 2 Data and Research

- 5. Inventory of all town-owned property
- 6. Identify what can be done on each town-owned property within zoning by-law/general/other bylaws.
- 7. GIS Analysis

Housing Goal 2 Outreach

- 1. Collaborative fact-based strategy/outreach to Town employees via Nantucket Data Platform
- 2. Survey town employees about interest in including housing in a compensation package in lieu of other forms of compensation

Housing Goal 2 Specific Strategies

Housing Goal 2 Action Steps (In process – some have already emerged based on strategies)

- 1. Develop fact-based description of need
- 2. Request 6 FG special local preference request to DHCD
- 3. Survey employees via Nantucket Data Platform and/ or Staffing Study
- 4. Create Low interest loan program to town employees
- 5. Survey Town Employees to ask if they have a unit they could rent to a fellow employee
- 6. Create an Exit interview/form for departing employees re: their on-island housing story

Housing Goal 2 Evaluation/Monitoring Process

Housing Goal #3

By 2019, determine in greater detail need at all affordability levels (30% AMI to 175% AMI) for the community.

Current Opportunities	Current Threats
Existing Projects: Sachem’s Path, Richmond, Ticcoma, Surfside	NIMBY –public sentiments
Incentives, tiered fees	Developer follow through (credibility)
Zoning initiatives (inclusionary; end dwellings)	Existing TON infrastructure

FGR master plan	Project quality - poor
Other TON land	Parking
Housing for Humanity (previous? future 100%)	Project oversight when built
Water/Sewer Building	Spread out housing (Cannot concentrate)
HN previous units	ATM – support \$ changes
	Housing Specialist support (lack of)

Housing Goal 3 Broad Strategies

3. Establish collaborative fact-based public process about the goal
4. Joint examination and review of existing and potential incentives and subsidies to offset cost of constructing housing across all AMI levels
5. Make a point of stating dollars alongside percentages when discussing AMI
6. Understand market demand for housing, re: rental v. ownership, and size of housing desired

Housing Goal 3 Data and Research

4. Examine existing, pending developments across all AMI levels
5. Identify existing and potential incentives and subsidies (land gifts, CPC grants, etc.)

Housing Goal 3 Outreach

1. Surveys, public forums to identify interest in incentives and subsidies and inform about the goal

Housing Goal 3 Specific Strategies

Housing Goal 3 Action Steps (In process – some have already emerged based on strategies)

1. AHTF to engage a consultant to develop a detailed market study by AHTF by need at AMI levels, rental v. ownership, housing size

Housing Goal 3 Evaluation/Monitoring Process