

# Town and County of Nantucket Select Board • County Commissioners

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***AGENDA FOR THE MEETING OF THE  
SELECT BOARD  
MAY 22, 2018 - 11:00 AM  
PUBLIC SAFETY FACILITY TRAINING ROOM  
4 FAIRGROUNDS ROAD  
NANTUCKET, MASSACHUSETTS***

***I. CALL TO ORDER***

***II. STRATEGIC PLAN WORKSHOP***

1. Review Feedback from Work Groups:
  - a) Transportation Work Group
  - b) Environmental Leadership Work Group
2. Next Steps for Strategic Planning Process.
3. Feedback on Today's Session.

***III. ADJOURNMENT***

BOARD PACKET  
MAY 22, 2018  
STRATEGIC PLANNING WORKSHOP

**CONTENTS:**

**Transportation**

- Original Goals, Broad Strategies, and Data/Research set by Select Board with **Feedback from the Work Group**

**Environmental Leadership**

- Original Goal, Broad Strategies, and Data/Research set by Select Board with **Feedback from the Work Group**

**Housing**

- Original Goals, Broad Strategies, and Data/Research set by Select Board with **Feedback from the Work Group**

**Information Remaining to be Developed**

## TRANSPORTATION

### **Transportation Goal #1**

*By the summer of 2020, launch a downtown parking management system based on demand management principles that achieves (or is measured by) 85% occupancy of public parking spaces.*

#### Broad Strategies

1. Update Nelson/Nygaard study (Remain) with recommendations re timeline and contract
2. Vet with groups who are potential allies and public:
  - Chamber
  - Restaurant Association
  - Civic League
  - Town Association
  - Non-resident taxpayers

#### **WORK GROUP FEEDBACK: NO CHANGES PROPOSED**

#### Data and Research

1. RFP for Demand Parking Management Program analysis is done. Target for additional information, results and recommendations is 9/28/2018.
2. Public Outreach - Parking: Public Forum; PR campaign to inform of any changes to be made

#### **WORK GROUP FEEDBACK: NO CHANGES PROPOSED**

***WORK GROUP COMMENT: "OTHER" PARKING GROUP ALREADY WORKING ON THIS GOAL***

## **Transportation Goal #2**

*By May 2021, complete at least one key sidewalk route connects from mid-island (defined as 6FG) to the ferries with improved standards for accessibility.*

### Broad Strategies

1. Finalize sidewalk route and drawings
  - a. Planning/NPEDC/DPW
  - b. Internal meetings
  - c. RFP funding source
2. Vet with groups and public outreach with abutters and non-resident taxpayers
3. Collect easements
4. Also mentioned earlier:
  - Preferred route 6FG to Stop & Shop to Pleasant St. to Main St. all possible routes will be explored
  - Fill in missing links
  - Improve existing sidewalks
  - ADA compliant
  - Preserve town trees to extent possible

### **WORK GROUP FEEDBACK:**

#### **ADD:**

**Examine opportunities to have overhead wires placed underground**

### Data and Research

1. Vet route options and alignments (internal)
2. Pedestrian and usage volume projections (internal)
3. Design options (Internal)
4. Evaluate safety concerns (internal)
5. Cost estimates (internal)
6. Impact on landscaping/trees (internal)
7. Public Outreach – Sidewalk Public Forum

### **WORK GROUP FEEDBACK:**

#### **ADD:**

- **Mid-Island Area Plan**
- **Old South Road Corridor Study (re: pedestrian and bike safety features)**

**Proposed Transportation Goal #3 (Work Group)**

*By 2021, present recommendations to decrease use of privately-owned vehicles by x%.*

**Broad Strategies**

- 1. Examine options to increase utilization of taxis**
- 2. Examine ways to provide free public transportation**
- 3. Provide queueing space for ride-share services near the ferries**

**Data and Research**

- 1. Research strategies in place in similar type and size in other communities**
- 2. Research trends and impacts used in other communities/locations to reduce personal vehicle use**

## ENVIRONMENTAL LEADERSHIP

### **Environmental Leadership Goal #1**

*Consider all options for solid waste with a goal of sustainability and definitive recommendations to the Select Board by Fall 2021.*

### **WORK GROUP FEEDBACK:**

*Revise Goal to read: By 2021, provide the Select Board with data-driven recommendations on island-wide solid waste options guided by principles of sustainability.*

### Broad Strategies

1. Develop zero waste goals and initiatives for Nantucket (working definition)
2. Early, frequent, innovative public engagement
3. Create a sustainability office fully staffed and operational by Fall 2019
4. Establish a diverse and multi-disciplinary group to function in an advisory and/or working task force capacity to develop the report

### **WORK GROUP FEEDBACK:**

#### **MODIFY #3, 4:**

- 3. Establish a sustainability officer/coordinator position by Fall 2019**
- 4. Establish an internal group to develop recommendations for a solid waste operations plan**

#### **ADD:**

- **Conduct an operational audit of the solid waste facility**
- **Ally with other organizations to research ways to reduce waste stream**
- **Identify 1 -3 zero waste pilot programs at town-owned properties by x date**
- **Establish consistency in town's solid waste management in/at town facilities**

### Data and Research

1. Conduct research on definition of zero waste
2. Assess current and historical composition of solid waste (DPW, Waste Options, WWTF)
3. What are other towns/campuses/cities doing to achieve zero waste (external – Seattle, San Francisco, Canada)
4. Research other sustainability offices/outline what issues under their purview (Long Beach Island, NJ)
5. Public Outreach -- Assess cultural mindset/concerns

### **WORK GROUP FEEDBACK:**

#### **MODIFY/ADD:**

- **Conduct research on definition of sustainability**

- **Assess current and historical composition of solid waste (DPW, Waste Options, WWTF)**
- **Research Compost marketing programs**
- **Research recycling rates and set goals**
- **Review current regulations to identify ways to change behavior to reduce waste stream**

## HOUSING GOAL

### **Housing Goal #1**

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

### **WORK GROUP FEEDBACK:**

*Revise Goal to read: At the end of each year between now and 2021, 24 new units will be added to the SHI list.*

### Broad Strategies

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

### **WORK GROUP FEEDBACK:**

#### **ADD OR MODIFY:**

- 1. Analyze zoning changes needed to create incentives to expand SHI list**
- 2. Internal buy-in, shared vision and coordinated advocacy by elected leaders, town government, across the board is paramount for success**
- 3. External outreach and engagement with the community**
- 4. Review HPP strategies**

#### **ADD:**

- **24 = one year of Safe Harbor (10% for Nantucket = 490 units; presently at 121)**
- **Utilize existing, in-pipeline + new development to achieve SHI eligibility goal**
- **Joint examination and review of existing and potential incentives and subsidies to encourage housing construction to achieve Safe Harbor status**
- **Massachusetts SHI requirement reset in 2021 following 2020 census**

### 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)

**WORK GROUP FEEDBACK:**

**ADD or MODIFY:**

1. **Zoning (internal)**
  - a. **Chart existing zoning provisions**
2. **HPP guideline review by AHTF with consultant, Judith Barrett, to develop an implementation plan**

**ADD:**

- **Identify housing projects in the pipeline or existing that have SHI-eligible units**
- **Research funding programs provided in similar size and type (Seasonal) communities**

## **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 1<sup>st</sup> phase project permitted before or by Sept 2021.*

### **WORKGROUP FEEDBACK:**

*Revise Goal to read: By September 2021, finalize a plan to address housing needs specifically for Town employees – year-round and seasonal.*

### Broad Strategies

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

### **WORK GROUP FEEDBACK:**

**DELETE #2 (incorporated below)**

### **ADD:**

- **Create units at the remaining undeveloped sites at Town’s Fairgrounds Road Property**
- **Expansion of role of existing entities, e.g., Nantucket Educational Trust, Housing Nantucket**
- **Employee housing for non-union personnel**

### 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?

### **WORK GROUP FEEDBACK:**

**REVISE 1, 2, 3, AND 4 AS FOLLOWS:**

1. **Inventory of all town-owned property**
2. **Identify what can be done on each town-owned property within zoning by-law/general/other bylaws.**
3. **GIS Analysis**
4. **Outreach**
  - **Collaborative fact-based strategy/outreach to Town employees via Nantucket Data Platform**
  - **Survey town employees about interest in including housing in a compensation package in lieu of other forms of compensation**

### **Housing Goal #3**

*By Sept 2021, achieve Safe Harbor status (1% of 10% gets 2-year status)*

#### **WORK GROUP FEEDBACK:**

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

#### 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

#### **WORK GROUP FEEDBACK:**

##### **REVISE/MODIFY:**

- 1. Establish collaborative fact-based public process about the goal**
- 2. Joint examination and review of existing and potential incentives and subsidies to offset cost of constructing housing across all AMI levels**

##### **ADD:**

- **Make a point of stating dollars alongside percentages when discussing AMI**
- **Understand market demand for housing, re: rental v. ownership, and size of housing desired**

#### 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

#### **WORK GROUP FEEDBACK:**

##### **MODIFY:**

- 1. Examine existing, pending developments across all AMI levels**
- 2. Identify existing and potential incentives and subsidies (land gifts, CPC grants, etc.)**
- 3. Outreach: Surveys, public forums to identify interest in incentives and subsidies and inform about the goal**

##### **ADD:**

- **Identify amount and source of funding to conduct a market study of housing needs across AMI levels**

## **INFORMATION REMAINING TO BE DEVELOPED**

(applies to all Goals)

1. Collect and review Data and Research
2. Identify Specific Strategies
3. Identify Action Steps
4. Identify Evaluation/Monitoring Process