

SELECT BOARD

Minutes of the Meeting of October 24, 2023. The hybrid meeting took place in person at the Meeting Trailer at 131 Pleasant Street; and, via remote participation using Zoom Webinar. Members of the Board present were Dawn Holdgate, Thomas Dixon, Matt Fee, Dr. Malcolm MacNab and Brooke Mohr. Also present were Town Manager C. Elizabeth Gibson, Assistant Town Manager Gregg Tivnan, Strategic Planning Advisor Janet Schulte, Workshop Facilitator Julia Novak of Raftelis and Catherine Carter of Raftelis. Assistant Town Manager Rick Sears participated remotely.

I. CALL TO ORDER

Chair Holdgate called the meeting to order at 10:36 AM.

II. ANNUAL STRATEGIC PLANNING WORKSHOP

Ms. Gibson and Ms. Novak reviewed the agenda for the day, as contained in the Board's agenda packet. Ms. Novak reviewed recent history with development of the Board's Strategic Plan and reviewed the components of the current Plan. She asked the Board and Town Administration staff to consider what it would like to be known for and focus on for the next six months. Ms. Novak led the discussion and the Raftelis report of the meeting is attached.

The Board recessed at 12:05 PM for lunch; the meeting resumed at 12:28 PM.

The Board recessed at 2:32 PM for a brief break; the meeting resumed at 2:45 PM.

III. ADJOURNMENT

Ms. Mohr moved to adjourn the meeting at 3:08 PM; seconded by Dr. MacNab; all in favor, so voted.

Approved the 15th day of November 2023.

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

List of documents used at the meeting:

- I. Memo from Raftelis; Strategic Plan in Review (August 2023)); Strategic Planning Update presentation

Town of Nantucket, MA

Strategic Planning Refresh

October 24, 2023

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The Town of Nantucket, Massachusetts, held a Strategic Planning Refresh session on October 24, 2023. The session was planned and facilitated by Raftelis.

Introductions & Expectations

The session began with the Select Board and staff introducing themselves and then sharing their expectations for the session:

- Complete the agenda and come together with realistic expectations for moving forward.
- Reengage on the strategic plan and retool/redirect some elements to make sure we have a path forward.
- Get as much clarity on the goals as possible. The more clarity we can get, the better as we work to execute.
- Keep the plan shored up and breathe new life into some parts.
- Be more proactive and less reactive, find a way to deal with bifurcated government, and find a way to prioritize Town employee housing.
- Achieve alignment on priorities and capacity.
- Focus on closing the conversation on items we don't move forward with.
- Really focus and prioritize, since we can't do everything. Identify what we can really do, be practical, and move forward.
- Reprioritize and check off what we've accomplished. Bring in newer members of the Select Board and walk out with a collective sense of ownership.

Strategic Planning Refresh

The Town Manager provided an update on the accomplishments in each of the five strategic planning focus areas. Subsequently, the Town Manager and Assistant Town Managers presented three projects to highlight the complexity of seemingly simple goals. These projects included housing and property management for Town employees, the Surfside area roads projects, and the search for a new police chief. Each of these projects highlighted the Town's ability and capacity to address both planned for and unforeseen challenges and demonstrated the need for realistic implementation expectations when adding new items to the strategic plan.

After discussing the complexity conundrum, participants worked to review and refresh each of the areas of strategic focus, aspirational statements, and goals in the strategic plan. The updated content is shared in the following sections, and the original and updated versions of the framework are contained in Appendix A.

Housing

Aspirational Statement: Nantucket is a diverse community with a broad spectrum of economic circumstances and has housing stock that meets a range of needs. Year-round housing is achievable for those who work on the Island, especially municipal employees. The various tiers of affordable and attainable 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, energy efficient, and integrated into the character of the Island.

Goals:

- Prioritize the housing needs of Town and school employees, including unit development, maintenance, and management.
- Evaluate the potential for a coordinated housing effort for public employees across municipal operations.
- Explore incentives to encourage year-round rentals.
- Achieve and maintain Safe Harbor status under Chapter 40B to maintain local control over affordable and attainable housing initiatives.
- 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.

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, incorporating more sustainable emerging technologies without accommodating a car centric culture. Pedestrians and bicyclists feel safe as they traverse along paths and walkways as they navigate the transportation network. 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:

- Create a complete network of sidewalks/Multi-Use Paths that would allow people living in the mid-Island and in the downtown core to access a full range of services without the need for a car.
- Shift the commuter mode of choice from driving alone and promote the use of other modes of transportation and their safe interaction with one another.

- Continue to evaluate downtown parking management system based on demand management principles that achieves (or is measured by) 85% occupancy of public parking spaces.

Environmental Leadership

Aspirational Statement: Nantucket residents and visitors share responsibility for the long-term sustainability of our beautiful island, and address the challenges of climate change, sea level rise, and increasing energy demands. 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, with flexibility to adapt to emerging technologies.
- Implement the island-wide, long-term water quality management plan, which addresses ponds, harbors, stormwater, and wastewater with specific ways/methods to measure improvement.
- Incorporate the recommendations of the Coastal Resiliency Plan in conjunction with other capital planning.

Efficient and Effective 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 and engages the next generation of Nantucket leaders. Town employees provide vital municipal services that are valued by residents and visitors and are engaged members 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.

Goals:

- Support the experience of the municipal workforce, including a central municipal facility, a DPW facility, and Town employee housing.
- Continue to evaluate total compensation, and adjust as needed, to support recruitment and retention efforts.
- Continue to make strategic investments in municipal facilities, in alignment with the Facilities Master Plan.
- Continue to invest in technology and cybersecurity.
- Increase diversity of municipal Board, Commission, and Committee members and streamline on-boarding and orientation processes.

Healthy and Vibrant Community

Aspirational Statement: Nantucket is a vibrant and inclusive community committed to the health and well-being of our residents and visitors, where the process of policy making seeks to balance the diverse needs of the entire community. The local economy provides 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.

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.
- Assess the Town's Human Service Systems.
- Fund and conduct a community needs assessment and build a collaborative model with the private sector to meet identified needs.

Parting Thoughts

Session participants were each asked to share their reflections on the day's discussion, as captured below:

- Dawn – Thank you for your participation. This gets a little more clear every time, and I think it's very valuable. This is a useful filter for new things as they come in, to see where things fit. Hopefully, we can get some things crossed off the list.
- Malcolm – This was a productive meeting, and I like this more than our more formal meetings. Maybe do something like this every other month, and really dive into a particular topic.
- Tom – This was really good. I like what we have up there and some of it is doable. In the survey, there's a comment that "everyone's mad at each other all the time." The community tends to rally and be supportive – I hope that not everyone is mad all the time. There's a lot of good that Town employees, non-profits, etc. do for the community, and I wish that there were more opportunities to elevate and highlight some of that good work. We're so far ahead of where other communities are on some of these priorities.
- Brooke – It's always daunting to look at the big picture this way, to understand all the things that need to be done. It's really helpful to do this and hone in on what we do in a more definitive way. I try to advocate for and communicate my appreciation for all the folks who work for the Town, and I know that there are thousands of little things that get done very successfully every day.
- Matt – There are a lot of good things. We're all so close to it that we see the weaknesses and the opportunities. But to the outside, we look pretty good! We've wanted to do this and it's been great to have the plan and have the folks who are helping us with it over the long term.
- Rick – This meeting is indispensable for the administration – having the opportunity to hear the depth and nuance of some of the topics is great. We couldn't execute as well without hearing those things.
- Gregg – This isn't as overwhelming as I feared. I'm grateful that we have this understanding and look forward to the update.
- Janet – This has been one of the most effective strategic planning efforts that I've ever seen. It's woven its way into the operations of the department heads, and I admire the loyalty to the process. We need to celebrate achievements more in public spaces, and collaborations. Hearing Select Board voices adds credence.
- Libby – This was a helpful session, and I feel like it went by in five minutes. I like the clarity and I appreciate the way the Board has listened and provided feedback.

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Appendix:
Previous and Updated
Framework

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Existing and Updated Frameworks

The following sections highlight the changes to the aspirational statements and goals for each of the five areas of strategic focus. Text changes to the aspirational statements have been bolded.

Housing

Existing Aspirational Statement	Updated Aspirational Statement
Nantucket is a diverse community with a broad spectrum of economic circumstances and has housing stock that meets a 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.	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 those who work on the Island, especially municipal employees . The various tiers of affordable and attainable 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, energy efficient , and integrated into the character of the Island.

Existing 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 of government.

Updated Goals:

- Prioritize the housing needs of Town and school employees, including unit development, maintenance, and management.
- Evaluate the potential for a coordinated housing effort for public employees across municipal operations.
- Explore incentives to encourage year-round rentals.
- Achieve and maintain Safe Harbor status under Chapter 40B to maintain local control over affordable and attainable housing initiatives.
- 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.

Transportation

Existing Aspirational Statement	Updated Aspirational Statement
<p>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.</p>	<p>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, incorporating more sustainable emerging technologies without accommodating a car centric culture. Pedestrians and bicyclists feel safe as they traverse along paths and walkways as they navigate the transportation network. 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.</p>

Existing 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.

Updated Goals:

- Create a complete network of sidewalks/MUPs that would allow people living in the mid-Island and in the downtown core to access a full range of services without the need for a car.
- Shift the commuter mode of choice from driving alone and promote the use of other modes of transportation and their safe interaction with one another.
- Continue to evaluate downtown parking management system based on demand management principles that achieves (or is measured by) 85% occupancy of public parking spaces.

Environmental Leadership

Existing Aspirational Statement	Updated Aspirational Statement
<p>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.</p>	<p>Nantucket residents and visitors share responsibility for the long-term sustainability of our beautiful island, and address the challenges of climate change, sea level rise, and increasing energy demands. 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.</p>

Existing 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.

Updated Goals:

- Provide data-driven recommendations on island-wide solid waste management guided by principles of sustainability, with flexibility to adapt to emerging technologies.
- Implement the island-wide, long-term water quality management plan, which addresses ponds, harbors, stormwater, and wastewater with specific ways/methods to measure improvement.
- Incorporate the recommendations of the Coastal Resiliency Plan in conjunction with other capital planning.

Efficient and Effective Town Government

Existing Aspirational Statement	Updated Aspirational Statement
<p>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.</p>	<p>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 and engages the next generation of Nantucket leaders. Town employees provide vital municipal services that are valued by residents and visitors and are engaged members 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.</p>

Existing Goals:

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

Updated Goals:

- Support the experience of the municipal workforce, including a central municipal facility, a DPW facility, and employee housing.
- Continue to evaluate total compensation to support recruitment and retention efforts.
- Continue to make strategic investments in municipal facilities, in alignment with the Facilities Master Plan.
- Continue to invest in technology and cybersecurity.
- Increase diversity of municipal Board, Commission, and Committee members and streamline on-boarding and orientation processes.

Healthy and Vibrant Community (previously Quality of Life)

Existing Aspirational Statement	Updated Aspirational Statement
<p>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.</p>	<p>Nantucket is a vibrant and inclusive community committed to the health and well-being of our residents and visitors, where the process of policy making seeks to balance the diverse needs of the entire community. The local economy provides 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.</p>

Existing 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.

Updated 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.
- Assess the Town’s Human Service Systems.
- Fund and conduct a community needs assessment and build a collaborative model with the private sector to meet identified needs.