

# Public Notice

## **Adoption of Annual Town-wide Policy Goals for FY 2019**

The Provincetown Select Board voted on **Monday, August 13, 2018, at 6 p.m.** in the Judge Welsh Room, 260 Commercial Street, Provincetown, MA to adopt the following Town-wide goals for Fiscal Year 2019:

## **FY2019 Town Wide Policy Goals**

### **Goals and Objectives**

#### **Town Wide Goals:**

- 1. Economic Development**
- 2. Housing**
- 3. Built and Natural Environment**
- 4. Community Engagement and Communications**
- 5. Emergency Planning and Management**
- 6. Government, Operations and Finance**

#### **Goal 1 - Economic Development**

*Economic development is the process by which our community pursues policies and programs that support job creation and the year round economy. Economic development has a direct relationship with the environment and environmental issues.*

#### **Objectives:**

- Support and increase the year round population
- Promote policies that encourage the development of year round business, entrepreneurial opportunities and jobs while maintaining community character
- Foster and sustain programs that create economic opportunities, while maintaining Historic and

#### Town character

- Support efforts to improve residential quality of life
- Support efforts to improve the tourism economy to enhance the visitor experience
- Improve Broad Band accessibility and form a Town Manager Broad Band Advisory Group

## **Goal 2 – Housing**

*Develop and manage decent, safe year-round housing for low and middle income households, in accordance with the needs of the Town; Pursue housing policies and programs that support job creation and year round economy.*

### **Objectives:**

- Promote policies and programs that encourage year round housing with income and age, racial and ethnic diversity
- Enforce policies that create housing opportunities while maintaining Town character
- Increase affordable housing units for senior citizens and the disabled
- Increase Community Housing availability

## **Goal 3 – Built and Natural Environment**

*The surrounding or conditions in which a person, animal, or plant lives or operates.*

*Infrastructure - The basic physical and organizational structures and facilities (e.g., buildings, roads, and power supplies) needed for the operation of a society or enterprise.*

### **Objectives:**

- Promote Policies and programs that protect and sustain the natural environment, and our community's way of life
- Promote efforts to improve our streetscapes and intersections for safety and convenience of pedestrians, bicycles, and vehicles
- Support the implement the Outer Cape Bicycle and Pedestrian Master Plan
- Support efforts to bring forward a local comprehensive plan for the use of all Town owned land
- Continue research and conversation and bring forth a proposal for expanding the municipal sewer system
- Continue conversation across relevant Boards and Departments regarding research on expanding municipal sewer system and partnering with Truro to address infrastructure issues such as bicycle and wastewater
- Implement the recently adopted Harbor Plan

## **Goal 4 - Community Engagement and Communications**

*Civic Engagement - Civic engagement can take many forms—from individual volunteerism, community engagement efforts, organizational involvement and government work such as electoral participation. These engagements may include directly addressing a problem*

*through personal work, community based, or work through the institutions of representative democracy.*

**Objectives:**

- Develop and sustain existing programs and community forums that foster education on issues of public concern
- Increase volunteer participation on Town committees and in public life (local nonprofits, etc.)
- Improve regular reporting progress of the Strategic Plan and projects to the community
- Use the Town Library as a resource, continue to invite and encourage community engagement through outreach and programming
- Improve public access to Government through and updated Town website

**Goal 5 - Emergency Planning and Management**

*Oversight, coordination, and leadership for the promotion of activities and services that reduce or eliminate risk to people and property from incidents or events and their effects (prevention/mitigation)*

**Objectives:**

- Implement a structure of command; retain staff for further development and implementation of the plan Develop and approve an Emergency Management Plan
- Effectively prepare the community, through the use of emergency planning efforts and training
- Ensure that emergencies will be responded to effectively, minimizing the loss of lives and property damage
- Ensure that business continuity and system recovery plans are in place, so that recovery efforts can begin immediately after the emergency, ensuring return of normal activities
- Implement core elements of the Hazard Mitigation plan and Arcadis report in order to improve our community's resiliency to Coastal Inundation and the effects of climate change
- Propose zoning and other regulatory bylaws to improve public safety and emergency preparedness

**Goal 6 – Government, Operations and Finance**

*Government – A government is the system or group of people governing an organized community. In the case of its broad associative definition, government normally consists of legislature, executive, and judiciary. Government is a means by which public policies are*

*developed, as well as a mechanism for enforcing the public policies. Every local government has a charter, a statement of its governing principles and operations.*

*Operations - relating to the running of a business, organization, etc.*

*Finance– Achieve and maintain a stable financial system. Financial stability is a state in which the financial system is resistant to economic fluctuations and is fit to smoothly fulfil its basic functions: budgeting and oversight of funds and management of risks. Stability is the ability to withstand a temporary problem, such as a decrease in revenue, lack of capital or loss of a key employee or funding source.*

## **Objectives:**

Government and Operations

- Implement an Emergency Management Plan
- Pursue public-public partnerships with local, state and federal government to advance

Town

Wide Goals

- Pursue public/private and public/public partnerships to advance the Town Wide Goals
- Pursue policies that foster community education on issues of public concern
- Implement policies and programs that support year-round culture and economy
- Improve regular reporting progress of the Strategic Plan and projects to the community
- Hold monthly/quarterly Roundtables
- Review and establish policies for Human Services grants
- Support efforts to achieve educational excellence and increase student population
- Develop a collaborative process of youth initiatives to enhance their quality of life
- Support organizational excellence:
  - Improve "community oriented" government and operations and communications
  - Provide training and educational opportunities for staff and Board to improve operational effectiveness
  - Create strategies to retain staff
  - Pursue and promote 3<sup>rd</sup> Party accolades

## **Finance**

- Enforce strong financial policies and internal controls to improve transparency and to continue Provincetown on a secure and stable financial path
- Pursue initiatives that properly allocate revenues and expenses to support and increase the year-round population

- Provide budgetary and financial information that reflect the financial activity of each department including promoting the use of “Open Gov” as a tool for Financial Transparency
- Provide a full revenue and expenditure summary for each department within the operating budget

## **Operational Plan** **Strategies**

### **1 – Economic Development**

- A. Upon issuance of the growth management report, hold a round table to review growth management and related Bylaws, its impact and operation in light of current goals, and adopt appropriate changes, if any at a Public Hearing
- B. Develop and adopt an Economic Development Plan that analyzes market data, establishes market sectors, identifies opportunities and develops policy goals prioritizing year round population growth
- C. Support 400th commemoration efforts through tourism
- D. Support Provincetown Marina efforts to obtain federal and state approval necessary to implement the harbor walk
- E. Continue to support local aqua-culture efforts including improvement to the shell fish nursery program
- F. Investigate zoning changes to allow food trucks in certain locations and/or at certain times
- G. Implement zoning and other regulatory changes necessary for anticipated recreational and medical marijuana facilities and support local initiatives where appropriate
- H. Establish a Broadband Working Group to assist with the Broadband initiative effort
- I. Review and identify actionable items of the transportation systems for potential bus and ferry improvements
- J. Review and identify actionable items of the transportation systems for potential parking improvements
- K. Investigate opportunities under the Town’s recent designation of the “O-Zone” program

### **2 – Housing**

- A. Develop protocols to encourage staff, businesses, and the community at large to consider the impact on housing when making development decisions
- B. Support efforts of the Year Round Residential Housing Trust (YRRHT) to successfully close and bring Harbor Hill on line
- C. Adopt and implement a development strategy for the VFW site
- D. Review and analyze the potential of Town owned properties for housing; develop a plan for addressing our needs and facilities for documents and storage
- E. Review YRRHT legislation for possible improvements, Board composition, expansion of authority for for-sale products (rent to own project)
- F. Continue joint Truro/ Provincetown efforts to create housing at the North Truro Air Force
- G. Develop guidelines and investigate opportunities for seasonal worker housing and incorporate into the Housing Playbook
- H. Develop and issue Housing Playbook, 3rd edition and Housing Plan
- I. Support efforts (including Maushope) of the Housing Authority's expansion efforts
- J. Investigate opportunities under the Town's recent designation of the "O-Zone" program
- K. Engage with Private Sector/Business Community to Explore Potential for Financial and Strategic Support; possibly hold a Roundtable or Community Forum. Also include reviewing Historic District Regulations.
- L. Review the Tax Incentive Program
- M. Evaluate the possibility of increasing flexibility of the Trust
- N. Review the year-round incentive programs
- O. Develop process to receive regular reporting on existing service utilization

### **3 – Built and Natural Environment**

- A. Continue reviewing existing land use regulations to ensure they align with current practice, alleviate conflicts, improve clarity and overall align with these goals and adopted plans
- B. Adopt Local Comprehensive Plan at April 2019 Town Meeting after a robust public process
- C. Implement the Hazard Mitigation Plan. Seek grants to increase our resilience to the impacts of climate change.
- D. Continue to support local aqua-culture efforts including improvement to shell fish nursery program
- E. Determine preferred option for implementing the Cape Rail Trail through Town
- F. Implement, as appropriate, the Outer Cape Bicycle & Pedestrian Master Plan

- G. Develop a facilities plan for current and future use of Town owned properties and buildings including current document and storage options
- H. Adopt a Complete Street Policy
- I. Implement the Shade Tree Bylaw
- J. Implement appropriate traffic and circulation changes as recommended by the 2015 Parking/Pedestrian Study
- K. Support efforts to implement Harbor Walk along Provincetown Marina Pier
- L. Investigate opportunities for installing public restrooms in the East End
- M. Continue to target a 10% unaccounted measurement for water (DEP threshold)
- N. Work with all Town bodies to support efforts to prepare public spaces, including the Bas Relief and First Pilgrim Park, for the 400th Anniversary of the Pilgrim Landing
- O. Continue to seek and implement solutions to the Ryder Street outfall pipe
- P. Implement CIP, including Province Road roadwork, Police Station design and construction, Shank Painter road work design efforts, parking, and Commercial Street reconstruction
- Q. Work with the Open Space Committee to identify potential properties for purchase and protection
- R. Work with the Conservation Commission through the adoption of the Open Space and Recreation Plan to promote awareness and appropriate recreational use of the Town owned and Conservation Trust- owned conservation areas
- S. Seek grant funding to improve the Town's energy efficiency
- T. Continue to achieve 100% sustainable energy sourcing; Identify and prioritize Bylaws and policies impacting climate change
- U. Implement the solar planning project at the VMCC and water treatment plant
- V. Support the Development of the Stellwagon Bank Visitor's Center
- W. Implement the recently adopted Harbor Plan

#### **4 – Community Engagement and Communications**

- A. Share vision and solicit input at every opportunity
- B. Foster collaboration between Boards with overlapping jurisdictions so that they can communicate and effectively communicate with applicants and clarify the process.
- C. Continue a robust community engagement process in advance of the Town Meeting including but not limited to: Town Forum; Town Times; Town Talk – Facebook, radio and PTV programs
- D. Prepare and publish quarterly progress reports on Town projects
- E. Prepare and publish semi-annual reporting (Fall and Spring) on the Strategic Plan

- F. Hold bi-annual moderated public forums as an opportunity for the community to express concerns and endorsements of current events
- G. Update and improve the functionality of the Town Website

## **5 – Emergency Planning and Management**

- A. Address sustainability considerations in all endeavors and ensure that strategies are both measurable and sustainable
- B. Employ an integrated all-hazards approach for prevention/mitigation, preparedness, response and recovery planning for the Town
- C. Provide oversight, communication and coordination for Provincetown all-hazard emergency management and community continuity and safety.
- D. Promote better understanding of the Incident Command System and National Incident Management System to the Town staff
- E. Enhance disaster preparedness capabilities of the emergency management plan through training and exercising opportunities for Town staff
- F. Investigate internal and external channels of collaborative community communication through volunteer programs
- G. Update zoning and regulatory bylaws for FEMA compliance

## **6 - Government, Operations and Finance**

### Government & Operations

- A. Develop first draft of the Emergency Management Plan
- B. Pursue public/private partnership wherever possible
- C. Meet with Truro Board of Selectmen each fall to develop and implement a list of joint initiatives
- D. Meet annually with the Truro Board of Selectmen to review water systems
- E. Advocate for State programs and Legislation to develop programs and laws that address the issues of the seasonal community such as short term rental tax
- F. Working with UMass-Boston (Collins Institute) develop a work plan for department level metrics
- G. Partner with Region on age-friendly community initiatives, complete base line assessment and develop an action plan
- H. In partnership with the Cape Cod Commission and the State, undertake a study to evaluate use of and options for the Provincetown section of the Route 6 Corridor
- I. Maintain the continuation of the six Town Meeting Forum to support the Cape Cod National Seashore Advisory Commission



## Finance

- J. Implement the anticipated expanded rooms tax to cover all rental properties in 2019, including but not limited to staffing, collection, allocation and communication
- K. Each October, the Select Board will hold a roundtable where staff will present the Five Year Financial Forecast, including operating budget and enterprise funds (water and wastewater)
- L. Each November Capital Improvements will be presented to the Select Board and Finance Committee
- M. Review and implement appropriate recommendations of the health insurance program study
- N. Strive to adhere to Town financial policies related to funding of reserves
- O. Migrate to the MUNIS mainframe for all operations, including payroll, purchase orders, examine other in-housing opportunities
- P. Successfully renew outstanding agreements (Cable and Airport contracts)

*Louise Venden  
Chair, Select Board*

Posted Town Hall, [www.provincetown-ma.gov](http://www.provincetown-ma.gov): 08/16/2018, 9:40 am AR  
Provincetown Banner: August 23, 2018