

Targeted Action Plan and Schedule: Governance

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Gov	1A		<b>Review and revise town-wide bylaws, regulations, policies, and guidelines in order to simplify the permitting and review of proposed projects where practicable.</b>		
Gov	1A	1	Create and appoint members to an implementation committee for implementing the recommendations of the Local Comprehensive Plan	Select Board	3-6 months
Gov	1A	2	Draft and circulate request for proposals for organizational/regulatory specialist to consult with the Town	Town Manager	3-6 months
Gov	1A	3	Select organizational/regulatory specialist consultant	Select Board & Town Manager	3-6 months
Gov	1A	4	Analyze bylaws, regulations, policies, and guidelines for consistency and simplicity	Town Manager, Consultant	6-9 months
Gov	1A	5	Analyze organization structure of town staff, boards and departments to streamline and improve efficiency	Town manager, Consultant	6-9 months
Gov	1A	6	Draft revisions to bylaws for discussion with Town Staff	Town manager, Consultant	6-9 months
Gov	1B		<b>Review and consider organization-wide structural changes in order to streamline citizen services, improve efficiency, and enhance service quality.</b>		
Gov	1B	1	Meet with Town Staff to review town-wide bylaws, regulations, policies, and guidelines	Town Manager	6-9 months
Gov	1B	2	Analyze and recommend staff resources needed to support Town boards	Town Manger, Consultant	6-9 months
Gov	1B	3	Meet with Town Manager and Select Board to propose organizational changes	Town manager, Human Resources, Consultant	6-9 months
Gov	1B	4	Meet with Town Manager and Select Board to review progress and draft changes	Implementation Committee	9-12 months
Gov	1B	5	Ensure Town employees are paid adequately to retain them and to meet the Town's year-round needs	Town Manager, Human Resources	9-12 months

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Gov	2A		<b>Provide comprehensive resources and staff support to members of Town boards to ensure they have been given the tools to effectively fulfill their mission.</b>		
Gov	2A	1	Meet with Town boards to determine financial and staff needs	Finance Director, Town Manager	6-9 months
Gov	2A	2	Assign appropriate staff time and create budgets	Finance Director, Town Manager	9-12 months
Gov	2B		<b>Review Charter and Bylaws to remove redundant/conflicting jurisdictions among boards and inconsistent regulations.</b>		
Gov	2B	1	Review charter following bylaw review to ensure consistency, make recommendations for changes to charter where needed	Consultant	6-9 months
Gov	2B	2	Present recommendations to Town Meeting	Town Manager, Select Board	9-12 months
Gov	2C		<b>Encourage regulatory boards to meet together regularly.</b>		
Gov	2C	1	Create meetings where boards that have overlapping purview can meet jointly to review current processes and make recommendations for changes/improvements	Town Manager, Select Board	12-18 months
Gov	2D		<b>Undertake a comprehensive review of the functions of town departments, boards and committees to better understand organizational structure and make recommendations to maximize effectiveness.</b>		
Gov	2D	1	Analyze functional structure of town staff, boards and departments	Town Manager, Consultant	6-9 months
Gov	2D	2	Make recommendations to streamline and improve efficiency and delivery of services	Town Manager, Consultant	9-12 months
Gov	2E		<b>Undertake comprehensive review of all town regulations to ensure they are supportive of the LCP, not in conflict with each other, and easy for both boards and applicants to understand.</b>		
Gov	2E	1	Analyze current bylaws, regulations, and policies with Local Comprehensive Plan goals, strategies, and objectives	Town Manager, Consultant	9-12 months

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Gov	2E	2	Recommend revisions to bylaws, regulations, and policies for discussion with the appropriate implementing authorities and/or Town Staff	Town Manager, Consultant	12-18 months
Gov	2E	3	Present recommendations to approving authority, Town Manager, Select Board or Town Meeting as appropriate	Town Manager & Select Board	18-24 months
Gov	<b>2F</b>		<b>Undertake comprehensive review of town regulations, including zoning and land use, to ensure they support diversity and inclusion.</b>		
Gov	2F	1	Analyze regulations to identify potential diversity, equity, and inclusion shortfalls	Diversity Officer	12-18 months
Gov	2F	2	Make recommendations to improve diversity, equity, and inclusion	Diversity Officer	18-24 months
Gov	<b>2G</b>		<b>Review and, as appropriate, adopt model by-laws and other regulations developed by the Cape Cod Commission, other agencies and other communities with similar characteristics (both mountain and shore) to improve and streamline the Town's regulations and to develop creative solutions to problems such as sea-level rise, coastal resiliency, growth management, housing and land use.</b>		
Gov	2G	1	Conduct a comparable communities evaluation and identify new efficiencies, structural models, regulations or other creative management solutions	Town Planner	2-3 Years
Gov	2G	2	Make recommendations based on the findings of the comparable communities evaluation	Town Planner	4-5 Years

Targeted Action Plan and Schedule: Natural Resources, Open Space and Recreation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
NROS&R	1A		<b>Develop plans and priorities for habitat identification and protection.</b>		
NROS&R	1A	1	Create habitat inventories/assessments for each conservation reservation	Conservation Commission	1-3 Years
NROS&R	1A	2	Identify opportunities to enhance protection for key species or habitat types	Conservation Commission	2-4 Years
NROS&R	1A	3	Create a website or other electronic means for letting visitors know about the habitats, flora, and fauna in these spaces	Conservation Commission	3-5 Years
NROS&R	1B		<b>Maintain and improve air quality so as to ensure a safe healthful, and attractive environment for present and future residents and visitors.</b>		
NROS&R	1B	1	Develop municipal and street tree planting plan	Tree Committee, Public Landscape Committee	1-3 Years
NROS&R	1B	2	Explore providing electric vehicle chargers at Conservation parking areas	Conservation Commission	2-4 Years
NROS&R	2A		<b>Preserve open space in contributing areas for public water supply.</b>		
NROS&R	2A	1	Map the micro-watersheds within Provincetown	Conservation Commission	2-4 Years
NROS&R	2A	2	Identify opportunities to improve water infiltration within contributing open space areas	Conservation Commission	3-5 Years
NROS&R	2B		<b>Enforce higher water quality and quantity standards for stormwater recharge throughout the community.</b>		
NROS&R	2B	1	Add stormwater recharge standards or regulations to the site plan requirements of the Zoning Bylaw	Planning Board	2-4 Years
NROS&R	2B	2	Identify additional stormwater recharge areas on municipal properties and public roads/sidewalks	Department of Public Works	3-5 Years
NROS&R	2C		<b>Preserve and restore the ecological integrity of marine and fresh surface and ground waters.</b>		

Targeted Action Plan and Schedule: Natural Resources, Open Space and Recreation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
NROS&R	2C	1	Use harbor water quality and groundwater testing to inform improvement strategies	Harbor Committee & Conservation	3-5 Years
NROS&R	2C	2	Increase capacity on the public sewer to connect new homes and discontinue septic systems	Department of Public Works	2-4 Years
NROS&R	<b>2D</b>		<b>Establish water saving policies.</b>		
NROS&R	2D	1	Develop regulations or standards that require water conservation	Water and Sewer Board, Department of Public Works	1-3 Years
NROS&R	2D	2	Create incentive programs or voluntary challenges for who can save the most water	Water and Sewer Board, Department of Public Works	3-5 Years
NROS&R	2D	3	Provide public taps at water fountains to refill water bottles	Water and Sewer Board, Department of Public Works	2-4 Years
NROS&R	<b>3A</b>		<b>Provide adequate resources for GIS management.</b>		
NROS&R	3A	1	Upgrade computers, monitors, plotters and other technology to support latest programs	Information Technology Department	2-4 Years
NROS&R	3A	2	Provide regular training and full funding for staff education	Information Technology Department	3-5 Years
NROS&R	<b>3B</b>		<b>Continue to identify and protect critical resource areas.</b>		
NROS&R	3B	1	Map and inventory critical resource areas	Conservation Commission	1-3 Years
NROS&R	3B	2	Develop management/protection plans for open spaces	Conservation Commission	3-5 Years
NROS&R	<b>3C</b>		<b>Enhance the landscape using low-impact water conservation strategies.</b>		

Targeted Action Plan and Schedule: Natural Resources, Open Space and Recreation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
NROS&R	3C	1	Develop regulations or standards that require LID landscape techniques	Water and Sewer Board, Department of Public Works	1-3 Years
NROS&R	3C	2	Create programs that demonstrate and educate about LID water conservation in gardening and landscaping	Conservation Commission, Water and Sewer Board, Department of Public Works	3-5 Years
NROS&R	3D		<b>Protect public interests in the coast and rights for fishing, fowling and navigation; to preserve and manage coastal areas so as to safeguard and perpetuate their biological, economic, historic, maritime, and aesthetic values; and to preserve, enhance and where appropriate, expand public access to the shoreline.</b>		
NROS&R	3D	1	Identify coastal areas for enhanced protection and create a monitoring and assessment plan	Harbor Committee	2-4 Years
NROS&R	3D	2	Develop a public shoreline access assessment and improvement plan, including facilities that promote the use of the harbor and increased kayak storage	Harbor Committee	3-5 Years
NROS&R	4A		<b>Provide adequate resources for existing Recreation Department, School Department, and DPW.</b>		
NROS&R	4A	1	Create plans for providing facility enhancements, including : nets for beach volleyball, shade, Places to sit and eat, safe pedestrian pathways, and bicycle parking	Recreation Commission, Bicycle Committee	1-5 Years

Targeted Action Plan and Schedule: Natural Resources, Open Space and Recreation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
NROS&R	4A	2	Pickleball courts; Maintenance and repair of the Skateboard Park; Revitalization of the ball field at Motta Field; Prevention or clean up bird droppings at all places; Promoting small special events; Sports leagues; Permanent bathrooms; More bicycle racks; Fitness loop or parcourse; Running track; and Safer routes to parks and playgrounds	Recreation Commission	2-6 Years
NROS&R	<b>4B</b>		<b>Upgrade existing facilities to comply with ADA standards.</b>		
NROS&R	4B	1	Created dedicated facility management plans for all recreational facilities that incorporate ADA goals and specifically provides accommodation to people with special needs	Recreation Commission	1-5 Years
NROS&R	4B	2	Provide benches and shaded sitting areas at recreation facilities	Recreation Commission	1-5 Years
NROS&R	<b>4C</b>		<b>Enforce appropriate and legal use of conservation areas for passive recreation.</b>		
NROS&R	4C	1	Clearly post policies on conservation properties and create a patrol/inspection plan or schedule	Conservation Commission, Police Department	2-4 Years
NROS&R	4C	2	Investigate volunteer stewards program to help monitor activities within conservation lands	Conservation Commission	1-3 Years
NROS&R	<b>4D</b>		<b>Identify open spaces that are appropriate for additional recreational opportunities.</b>		
NROS&R	4D	1	Develop a strategic plan for rethinking individual open spaces and their interactions with each other	Conservation Commission, Recreation Commission	1-3 Years
NROS&R	4D	2	Collaborate with National Seashore to identify opportunities within federal property	Conservation Commission, Recreation Commission	3-5 Years

Targeted Action Plan and Schedule: Natural Resources, Open Space and Recreation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
NROS&R	4E		<b>Plan for recreational facilities that take into account an aging population.</b>		
NROS&R	4E	1	Motta Field: incorporate new uses and revitalize existing uses	Recreation Commission	2-6 Years
NROS&R	4E	2	Implement the recreation strategies of the 2020 Recreation Plan	Recreation Commission	1-5 Years
NROS&R	4F		<b>Improve communicating with the community and visitors by using social media and websites to keep everyone up-to-date with recreation programs, activities, and opportunities.</b>		
NROS&R	4F	1	Upgrade computers and software to support the latest programs that make publishing information across multiple social media and electronic platforms easy	Recreation Commission, Information Technology Department	1-5 Years
NROS&R	4F	2	Provide regular training and full funding for staff education on multi media technology	Recreation Commission, Information Technology Department	1-5 Years
NROS&R	4F	2	Create additional video content for advertising and outreach	Recreation Commission	1-5 Years
NROS&R	5A		<b>Improve Harbor access.</b>		
NROS&R	5A	1	Develop a public landing improvement and maintenance plan	Harbor Committee	1-3 Years
NROS&R	5A	2	Develop the Harbor Walk plan into an implementable project scope	Harbor Committee, Conservation Commission	4-5 Years
NROS&R	5B		<b>Improve the conditions of the beaches by decreasing the sources of debris, including plastic pollution, and increasing debris removal from the beach.</b>		



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Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
NROS&R	5B	1	Create beach cleaning maintenance plan or volunteer beach cleanup patrols	Department of Public Works, Harbor Committee	1-3 Years
NROS&R	5B	2	Investigate adequacy of existing trash containers and types of facilities for windy beach conditions	Department of Public Works, Public Landscape Committee	2-4 Years
NROS&R	<b>5C</b>		<b>Ensure that Harbor conditions, activities, facilities, and services support recreational boating, including motorboats, sailing vessels, kayaks, and other rowboats.</b>		
NROS&R	5C	1	Implement the strategies of the 2018 Harbor Management Plan	Harbor Committee, Public Pier Corporation	1-5 Years
NROS&R	5C	2	Explore providing additional public information/education, websites, etc. for harbor recreation opportunities	Harbor Committee	3-5 Years

Targeted Action Plan and Schedule: Transportation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Transport	1A		<b>Work with the Cape Cod Commission to develop a revenue basis for transportation improvements that is consistent with the goals of the Regional Policy Plan and this Local Comprehensive Plan</b>		
Transport	1A	1	Gather existing data on parking and other transportation revenue sources	Parking	1-3 Years
Transport	1A	2	Have the Parking Coordinator, Town Engineer, and Town Planner meet with Cape Cod Commission to obtain advice and input	Parking, DPW, Community Development	1 Year
Transport	1A	3	Develop and implement a plan that directs transportation revenue toward projects that enhance bicycle paths and connections, and other alternative transportation such as expanded bus services	Parking, DPW, Community Development	4-5 Years
Transport	1B		<b>Complete the Provincetown link of the Rail Trail bicycle way and improve access from Town streets to bicycle paths in the National Seashore.</b>		
Transport	1B	1	Contact the stakeholders that include: National Seashore, MassDOT, Division of Fisheries and Wildlife, Select Board, and Conservation Commission to present the Old Colony Multi-Use Nature Trail Plan	Community Development, DPW, Conservation, Bicycle Committee	2-4 Years
Transport	1B	2	Investigate potential street improvements to Bradford Street and Bradford Street Extension for improved bicycle lanes	DPW, Bicycle Committee	3-4 Years
Transport	1B	3	Plan for connected bicycle lanes on Conwell Street and Harry Kemp Way, including re-routing motor vehicle traffic from Route 6 and seasonal one-way use to better accommodate cyclists and pedestrians	DPW, Bicycle Committee	4-6 Years
Transport	1B	4	Integrate plans with proposed bicycle lanes for Shank Painter Road and potential extension of Route 6 bicycle path	DPW, Bicycle Committee	1-3 Years
Transport	1B	5	Raise the sustainability awareness to promote bicycles as a more sustainable alternative to internal combustion engine motor vehicles	Bicycle Committee	1-6 Years

Targeted Action Plan and Schedule: Transportation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Transport	1B	6	Promote safety awareness for the compatibility of bicycles and motor vehicles sharing the streetscape and abiding by the rules of the road	Bicycle Committee	1-6 Years
Transport	<b>1C</b>		<b>Support improvements which provide safe year-round commuter air service to the Outer Cape</b>		
Transport	1C	1	Coordinate with Cape Cod Commission and other Cape and Island Airports to assess commuter air service and develop a comprehensive plan	Airport Commission	1-2 Years
Transport	1C	2	Advocate for additional air connections to other convenient airports, like Providence, that would improve regional access	Airport Commission	1-6 Years
Transport	1C	3	Discourage MassPort efforts to limit commuter air service to Logan Airport	Airport Commission	1-6 Years
Transport	<b>1D</b>		<b>Promote and support programs to increase use of ferry services</b>		
Transport	1D	1	Coordinate with Cape Cod Commission and other Cape and Island ports to explore adding additional ferry routes	Select Board, Town Manager	1-4 Years
Transport	1D	2	Advocate for increasing ferry service frequency to improve convenience and maximize ridership for commuting	Select Board, Town Manager	2-6 Years
Transport	1D	3	Promote tourism media and advertising for planned vacations and weekend trips that use ferry services	Tourism	2-4 Years
Transport	<b>1E</b>		<b>Participate in MassDOT's Complete Streets Funding Program</b>		
Transport	1E	1	Have municipal staff attend the complete streets training	DPW, Community Development	1 Year
Transport	1E	2	Develop a Complete Streets Policy that is adopted by the Town and submit to the MassDOT program	DPW, Community Development	1 Year
Transport	1E	3	Create and upload a letter of intent to become a Complete Streets Eligible Municipality	DPW, Community Development	1 Year
Transport	1E	4	Develop and submit a Complete Streets Prioritization Plan to MassDOT program	DPW, Community Development	1-2 Years
Transport	1E	5	Enter into contract with MassDOT and State Aid process	Select Board, Town Manager	2-3 Years

Targeted Action Plan and Schedule: Transportation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Transport	<b>2A</b>		<b>Decrease the total number of private automobiles using the roads</b>		
Transport	2A	1	Encourage ride-sharing, car-sharing, carpooling and vanpooling, using social media or other ridesharing programs/applications that is coordinated with the Outer Cape and neighboring towns	Tourism	1-3 Years
Transport	2A	2	Promote more convenient and frequent CCRTA bus service throughout Cape Cod (Consider calling it the "Sea Creachah")	Select Board, Town Manager	2-4 Years
Transport	2A	3	Promote the convenience of using the fast ferry	Tourism	1-3 Years
Transport	<b>2B</b>		<b>Create infrastructure supporting sustainable, zero or low emissions motor vehicles</b>		
Transport	2B	1	Develop plan to increase green, renewable sources of power supply for electric service	Renewable Energy Committee	1-6 Years
Transport	2B	2	Increase the number of public electric charging stations in Town	DPW, Select Board	2-6 Years
Transport	2B	3	Revise Zoning Bylaws to require the installation of electric power stations on private commercial or large residential developments as part of the Site Plan review process	Planning Board	2-3 Years
Transport	<b>2C</b>		<b>Encourage walking and cycling as healthy alternatives to automobiles</b>		
Transport	2C	1	Develop a comprehensive pedestrian walkway plan, incorporating appropriate public access to the water and throughout Town, considering appropriate signage and individual rights to privacy	Community Development, DPW	3-6 Years
Transport	2C	2	Assess the adequacy of existing bicycle facilities including the number and locations of bicycle racks, facilities for bicycle storage and the capacity of the existing bicycle paths and connections to paths from Town	Bicycle Committee	2-4 Years

Targeted Action Plan and Schedule: Transportation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Transport	2C	3	Make bicycles, scooters, and other personal transportation available for renting/sharing at transportation hubs such as MacMillan Pier, Air Port, and other important destinations and nodes	Bicycle Committee	3-6 Years
Transport	2C	4	Develop better communication/applications for existing bicycle suppliers that deliver rental bicycles and other personal transportation to connect with customers that is quick and convenient	Bicycle Committee	4-6 Years
Transport	2C	5	Explore possibilities for waterfront exclusive walking/cycle route and Commercial Street pedestrian mall with limited vehicular traffic periods and scheduling (from Johnson Street to Court Street as an example)	Community Development, DPW, Bicycle Committee, Public Safety	1-6 Years
Transport	<b>2D</b>		<b>Expand water transportation opportunities</b>		
Transport	2D	1	Encourage the development of regular commuter schedules for water transportation	Select Board, Town Manager	2-4 Years
Transport	2D	2	Explore creating park-and-ride ferry services from Barnstable, Wellfleet, Orleans, Sandwich, and other Cape Communities	Select Board, Town Manager	4-6 Years
Transport	2D	3	Encourage entrepreneurial cruise/ferry hybrid service to regional ports such as Providence, Gloucester, Portland, Portsmouth, New York, New Haven, New Bedford, and other coastal communities	Tourism	4-6 Years
Transport	<b>3A</b>		<b>Establish the development of parking facilities and optimal use of existing facilities as a top local priority and, on an ongoing basis, identify public land appropriate for parking use</b>		
Transport	3A	1	Evaluate parking requirements to assess their effectiveness and relevance to existing local development patterns and circulation issues	Planning Board, DPW, Community Development	3-5 Years

Targeted Action Plan and Schedule: Transportation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Transport	3A	2	Develop a parking facilities plan that replaces facilities and their supporting infrastructure at the end of its lifespan with architectural features that emulate the historical neighborhood and integrate the latest technological improvements	Parking, DPW, Community Development	2-4 Years
Transport	3A	3	Ensure parking signage is consistent with the proposed Town-wide signage plan	Parking, DPW, Public Landscape, Tourism	2-3 Years
Transport	3A	4	Develop a shared parking plan to coordinate use of existing parking facilities during off peak hours or hours that businesses and institutions are closed	Parking	3-4 Years
Transport	3A	5	Require shared parking in new developments by adopting by-laws and other regulations requiring shared parking	Planning Board	3-5 Years
Transport	3A	6	Develop and distribute parking maps for visitors to avoid motorists circulating through the congested downtown area searching for parking. This might be accomplished in collaboration with the Visitors Services Bureau and the Parking Department	Tourism, Community Development	2-4 Years
Transport	3A	7	Plan and develop a trolley system that connects remote parking (parking located outside the Town center and towards Route 6) with the Town's points of interest	Parking, Tourism, Community Development, DPW	4-6 Years
Transport	3A	8	Evaluate one-way traffic patterns in certain blocks that reduce vehicular through-traffic and preserves vehicular access and flexible traffic pattern technologies that adjust to Town traffic patterns/timing	DPW	5-6 Years
Transport	3A	9	Eliminate the MacMillan Pier Municipal Parking Lot (MPL) and create alternative parking areas to accommodate the spaces being removed	Parking, Community Development, Public Landscape	5-6 Years
Transport	3A	10	Develop outreach program to encourage visitors to use public parking lots and discourage parking on neighborhood streets	Tourism	3-5 Years

Targeted Action Plan and Schedule: Transportation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Transport	3A	11	Post "Resident Sticker Required" for all vehicles parking on streets; specifically side streets between Bradford Street and Commercial Street	Select Board, Town Manager	2-4 Years
Transport	<b>3B</b>		<b>Develop a comprehensive, Town-wide signage plan addressing the need for clear directions and convenient access to the downtown area, appropriate parking facilities, pedestrian and bicycle paths and facilities</b>		
Transport	3B	1	Perform a sign inventory that identifies the location, type, and condition of all existing directional signage and identify signs that can be moved or removed	Public Landscape, DPW, Community Development	2-5 Years
Transport	3B	2	Discourage visual pollution and minimize signage to standardized designs and appropriate locations following a cohesive sign plan	DPW, Tourism, Community Development, Public Landscape	1-6 Years
Transport	3B	3	Develop a comprehensive and unified plan for signage that is consistent and visually appropriate for the Town's character	Tourism, Public Landscape, Community Development	2-5 Years
Transport	3B	4	Add permanent signs to Route 6 that direct drivers to the Grace Hall Parking Area via Shank Painter Road (including tasteful permanent digital signs with updatable information)	DPW, Tourism	3-4 Years
Transport	<b>3C</b>		<b>Implement recommendations made in transportation studies by the Cape Cod Commission</b>		
Transport	3C	1	Improve pedestrian safety at the Veterans Memorial Community Center and the Provincetown School	DPW	2-3 Years
Transport	3C	2	Make Conwell Street traffic light improvements for cyclists and pedestrians	DPW	1 Year
Transport	3C	3	Establish a link between the Town center and the Cape Cod National Seashore bike trail from Route 6 to the transfer station	DPW, Community Development, National Seashore	2-4 Years

Targeted Action Plan and Schedule: Transportation

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Transport	3C	4	Complete an Americans with Disabilities Act (ADA) Section 504 Self-Evaluation and Transition Plan	ADA Committee, Community Development	1-4 Years
Transport	<b>4A</b>		<b>Review thresholds for traffic impacts of proposed projects within zoning or site plan review by-laws</b>		
Transport	4A	1	Adopt standards within the by-laws for requiring traffic mitigation for large or impactful developments	Planning Board	4-6 Years
Transport	4A	2	For sites that are undersized or cannot mitigate traffic, allow developers to contribute to a fund that contributes to public traffic mitigation and improvement	Planning Board	3-6 Years



Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	<b>1A</b>		<b>Update local bylaws and regulations to encourage affordable housing.</b>		
Housing	1A	1	Review the impact and operation of existing bylaws in order to make recommendations, if needed, to improve the alignment of affordable housing goals and outcomes.	Community Development, Community Housing Council, Town Manager	1-2 Years
Housing	1A	2	Review and propose amendments to the Inclusionary and Incentive Zoning Bylaw with the goal of increasing affordable housing units.	Planning Board, Town Meeting	1-3 Years
Housing	1A	3	Evaluate creating housing zoning overlay districts that allow three full stories for buildings on Shank Painter Road that also include provisions protecting adjacent residential neighborhood building scale (i.e. increased building scale in the General Commercial District shall be excluded from all other building scale calculations outside the General Commercial Zoning District).	Community Development, Planning Board, Town Meeting	2-4 Years
Housing	1A	4	Partner with developers to propose friendly 40B projects that are Town supported, provide at least 50% affordable housing, and maintain the character of the neighborhood.	Community Housing Council	1-6 Years
Housing	1A	5	Propose amendments to the Zoning Bylaw that create additional incentives for property owners to build Accessory Dwelling Units (ADU).	Planning Board, Town Meeting	2-4 Years
Housing	1A	6	Explore adopting anti-blight bylaws or similar regulations to incentivize owners of vacant or under-utilized properties and buildings that could be better used as affordable housing.	Town Manager, Town Meeting	2-3 Years
Housing	1A	7	Preserve housing unit affordability by requiring deed restrictions as part of any adopted bylaw or regulation.	Community Development, Town Manager	1-6 Years
Housing	<b>1B</b>		<b>Identify financing sources for affordable and community housing</b>		

Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	1B	1	Reallocate the transient occupancy rooms tax, including short term rental income, which may require Town Meeting and Special State Legislation, to support revenue for affordable and community housing.	Select Board	1-3 Years
Housing	1B	2	Develop dedicated funding for affordable housing from a portion of the local marijuana tax.	Select Board	2-4 Years
Housing	1B	3	Transfer a portion of the local real estate transfer fee toward affordable housing.	Select Board	3-5 Years
Housing	1B	4	Maximize the use of Community Preservation Act (CPA) funds for affordable housing.	Community Preservation Committee	1-3 Years
Housing	1B	5	Partner with local and regionally based entities that can fund affordable housing.	Community Housing Council	1-6 Years
Housing	1B	6	Support community-based fundraising for affordable and community housing.	Community Housing Council	3-6 Years
Housing	<b>1C</b>		<b>Promote the provision of fair, decent, safe, affordable housing for rental or purchase that meets the needs of present and future Provincetown residents.</b>		
Housing	1C	1	Implement regulations and policies that protect current residents, including seniors, people of color, and minorities from gentrification.	Select Board	1-4 Years
Housing	1C	2	Explore subsidizing rent for low- and moderate-income residents, for workers seeking to live in an ADU, and make the process extremely easy for qualified persons to obtain rent subsidies.	Community Housing Council, Year-Round Market Rate Rental Housing Trust	3-5 Years
Housing	1C	3	Remove administrative barriers for those seeking local rental and housing assistance.	Community Housing Council, Year-Round Market Rate Rental Housing Trust	1-2 Years

Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	1C	4	Add seasonal worker housing as part of Town-sponsored affordable housing developments.	Town Manager	1-6 Years
Housing	1C	5	Form a partnership among the Outer Cape communities to create a seasonal worker housing program that coordinates and shares housing information and resources regionally.	Community Housing Council, Year-Round Market Rate Rental Housing Trust	1-2 Years
Housing	1C	6	Educate property owners about the economic models for seasonal, year-round, and other alternatives to short-term renting that includes ways to mitigate risks for landlords.	Community Housing Council, Year-Round Market Rate Rental Housing Trust	1-2 Years
Housing	<b>1D</b>		<b>Promote equal opportunity in housing and give special consideration to meeting the housing needs of the most vulnerable segments of the population including, but not limited to, very low income (50% of median income), low income (51% - 80% of median income), families with children, single parent heads of households, minorities, people with AIDS, seniors, the homeless, the disabled, and others with special needs.</b>		
Housing	1D	1	Coordinate with the Cape Cod Commission to Perform a demographic analysis of the current regional population and seasonal economy to determine specific housing type needs for the Outer Cape.	Select Board, Town Manager, Community Development	1-2 Years
Housing	1D	2	Refine housing production targets in each income category based upon the community vision and demographics; analyze and develop a plan to provide the required municipal service capacities necessary at those target levels.	Town Manager, Community Development	2-3 Years

Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	1D	3	Create incentives for developers to provide an adequate supply of housing stock for families of different income levels, workers, and rental units; including a diversity of housing types, i.e. cottages, two-family, and three-family housing that encourages multi-generational families residing in the same neighborhoods.	Select Board, Town Manager, Community Development	2-4 Years
Housing	1D	4	Investigate opportunities for creating cooperative housing.	Town Manager, Community Development	3-5 Years
Housing	1D	5	Acquire multi-unit properties for rehabilitation, either for municipal or cooperative ownership that targets housing vulnerable populations.	Town Manager	3-6 Years
Housing	1D	6	Explore developing a regional congregate care and/or assisted living facilities for the elderly, including shared senior housing, through collaboration with other Towns on the Outer Cape.	Town Manager	5-6 Years
Housing	1D	7	Develop regional housing and service delivery for special needs populations, including people with AIDS, the homeless, the mentally disabled, the physically disabled, through collaboration with other Towns on the Outer Cape.	Town Manager	3-6 Years
Housing	1E		<b>Encourage the development of innovative solutions designed to address the housing needs of Provincetown residents, paying special attention to the needs of low- and moderate-income renters.</b>		
Housing	1E	1	Explore options to use portions of the harbor for house boats or other seasonal residential units on water, floats, or docks.	Town Manager, Community Development	3-6 Years
Housing	1E	2	Develop a plan to reconstruct or replicate the numerous historic piers and wharfs that existed in Provincetown harbor in the 1890s to add housing.	Town Manager, Community Development	5-6 Years

Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	1E	3	Petition the state legislature to allow the creation of tiny home communities.	Select Board, Town Meeting	3-5 Years
Housing	1E	4	Create incentives for property owners to maintain year-round dwelling units and discourages them from converting units into short-term rentals.	Town Manager	1-4 Years
Housing	1E	5	Acquire multi-unit properties for rehabilitation for municipal or non-profit ownership as permanent year-round or rental housing or seasonal worker housing.	Town Manager	1-6 Years
Housing	1E	6	Allow artist studio live/workspaces that do not count against a property's density and/or allow ADUs accessory to a commercial unit without counting against a property's density.	Community Development, Planning Board, Town Meeting	3-5 Years
Housing	1E	7	Create incentives for property owners to convert upper floors of commercial buildings into apartments (spaces that are commonly underutilized as storage space).	Town Manager, Community Development	4-6 Years
Housing	<b>1F</b>		<b>Coordinate the development of affordable housing with the protection of the environment.</b>		
Housing	1F	1	Explore opportunities for using Transfer of Development Rights (TDR) or similar mechanism to allow owners of underdeveloped lots to transfer unit density rights to another property owner.	Town Manager, Community Development	4-6 Years
Housing	<b>1G</b>		<b>Find additional land for affordable and workforce housing.</b>		
Housing	1G	1	Explore opportunities to acquire land in Truro for affordable and workforce housing.	Town Manager, Select Board, Town Meeting	3-5 Years
Housing	1G	2	Coordinate long-term strategies for using/swapping land with the National Seashore.	Town Manager, Select Board, Town Meeting	5-6 Years
Housing	1G	3	Develop and implement strategies for the Town to acquire underutilized properties to develop into affordable housing.	Town Manager, Select Board, Town Meeting	2-4 Years

Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	<b>2A</b>		<b>Understand the existing historic homes in Provincetown and provide support for and encourage historic protection and preservation.</b>		
Housing	2A	1	Complete a full inventory of historic homes; use this data to inform planning and identify updates to bylaws, regulations, and policies to support historic preservation.	Historic District Commission	1-6 Years
Housing	2A	2	Create a Municipal Historic Preservation Plan for Provincetown that offers a comprehensive review of existing preservation conditions and a proactive, collaborative approach to protecting the community's historic resources.	Historic District Commission	4-6 Years
Housing	2A	3	Develop historic architectural guidelines for homeowners to inform and educate property owners when they seek to renovate or modernize a historic building on the best practices for protecting the exterior architectural features.	Historic District Commission	1-3 Years
Housing	<b>2B</b>		<b>Find additional funding sources for historic home preservation.</b>		
Housing	2B	1	Create a partnership with a nonprofit organization that specializes in offering interest free loans, subsidies, and other financial support for preserving historic structures.	Town Manager, Community Development	3-5 Years
Housing	2B	2	Identify and distribute information on federal and state historic preservation funding sources and/or tax incentives for preserving historic structures.	Community Development	1-3 Years
Housing	<b>3A</b>		<b>Expand sewer capacity and streamline easy access to the sewer for existing, new, and infill housing development.</b>		
Housing	3A	1	Implement plan to upgrade treatment facilities and bring next phases of the sewer expansion online	DPW	1-6 Years
Housing	3A	2	Make sewer connections mandatory for properties with the existing ability to connect	Town Meeting	5-6 Years
Housing	<b>3B</b>		<b>Understand the existing housing makeup in Provincetown and ensure bylaws, regulations, and policies are aligned with housing diversity needs.</b>		

Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	3B	1	Complete a full build out analysis of Provincetown; use this data to inform updates to bylaws, regulations, and policies to that support appropriate densities and a diversity of unit types.	Community Development	1-3 Years
Housing	3B	2	Research other communities with pressure from increasing short term rental units for examples of bylaws and regulations that can limit short term rentals to one owner or other applicable policies.	Community Development	2-4 Years
Housing	3B	3	Develop and regularly update a Housing Playbook, as part of the ongoing effort to adapt housing goals to changes in the market to incrementally achieve advances as opportunities arise.	Community Housing Council	1-6 Years
Housing	3B	4	Develop a Master Plan identifying parcels for housing development and increased density.	Community Development	3-5 Years
Housing	3B	5	Perform a comprehensive review of the zoning bylaws to improve housing diversity by eliminating inapplicable sections and rewriting or adding sections to streamline the by-right housing types that the community identifies as important.	Planning Board & Town Meeting	4-6 Years
Housing	3B	6	Create incentives for property owners to retain or create guest accommodations that support the demand for hotel rooms during the summer season.	Town Manager	5-6 Years
Housing	3B	7	Explore encouraging the creation of Real Estate Investment Trusts (REIT) to help support rental units.	Community Housing Council & Year-Round Market Rate Rental Housing Trust	5-6 Years
Housing	<b>3C</b>		<b>Engage realtors and other experienced housing professionals to discuss ways to create a mix of housing types, including affordable, community housing, year-round, and seasonal workforce housing.</b>		

Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	3C	1	Encourage development of adequate dormitory units to house the seasonal workforce that is required by the community.	Town Manager & Community Development	1-6 Years
Housing	<b>3D</b>		<b>Review Provincetown’s low-income rental tax credit program and make recommendations to add or broaden the program to apply to affordable rental needs and simplify the application process to incentivize use.</b>		
Housing	3D	1	Identify additional sources of funding to close the affordability gap	Community Housing Council	2-4 Years
Housing	3D	2	Research other communities using different models to find additional options to expand the program	Community Housing Council	3-5 Years
Housing	<b>3E</b>		<b>Explore federal, state, and other funding resources for year-round and workforce housing.</b>		
Housing	3E	1	Dedicate revenue from room tax revenue or real estate transfer tax to year-round and workforce housing.	Select Board	1-3 Years
Housing	<b>3F</b>		<b>Protect existing campgrounds from conversion to other types of uses.</b>		
Housing	3F	1	Change the underlying zoning of campgrounds to preserve this use type and preclude other residential uses.	Planning Board, Town Meeting	2-4 Years
Housing	3F	2	Ensure campgrounds are not overburdened with municipal laws or taxes that would encourage owners to abandon this type of use.	Town Manager, Community Development	1-6 Years
Housing	<b>3G</b>		<b>Evaluate Harbor Hill to determine if town-owned market-rate rental units is effective and whether this model should and can be repeated.</b>		
Housing	3G	1	Consult with non-profit and for-profit developers located or working on the Cape or South Shore to inform the highest and best use for year-round rental trust funds to be used.	Year-Round Market Rate Rental Housing Trust	1-3 Years
Housing	3G	2	Consult with housing finance professionals about possibilities for leveraging non-local dollars with CPA and other resources.	Year-Round Market Rate Rental Housing Trust	1-3 Years



Targeted Action Plan and Schedule: Housing

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Housing	3G	3	Expand the model of self-sustaining, town-owned, year-round units to potentially include additional housing types, including affordable, community housing, and seasonal workforce housing	Year-Round Market Rate Rental Housing Trust	3-6 Years

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	1A		<b>Define and articulate the unique characteristics that identify and define the different streetscapes in Town, such as street trees, sidewalk furniture, signage, curbing, benches, bollards, plantings/landscaping, bike lanes, lighting, trash receptacles, and other street level amenities.</b>		
LUHP&CC	1A	1	Solicit a consultant to create an inventory of all streetscape types and features including indigenous and maritime features	Town Manager and Select Board	3-12 Months
LUHP&CC	1A	2	Use streetscape inventory data and findings to inform and support Tourism Department communications	Consultant	12-18 Months
LUHP&CC	1B		<b>Gather feedback and input on resident’s and user’s highest priorities for protecting and enhancing their streetscape, including adopting new technologies.</b>		
LUHP&CC	1B	1	Create a public input process to prioritize protection and enhancement of streetscapes including maritime features	Consultant	12-18 Months
LUHP&CC	1B	2	Develop a report and presentation of the findings from the public input and include this in the historic preservation plan	Consultant	12-18 Months
LUHP&CC	1C		<b>Create streetscape plans with design guidelines and models for preserving critical historic features and direct the installation of new amenities, renovations, and expanded technologies that protect and improve the important streetscape characteristics.</b>		
LUHP&CC	1C	1	Ensure that the Streetscape Plans are aligned with the Historic Preservation Plan	Consultant	12-18 Months
LUHP&CC	1C	2	Develop a process to formally adopt and implement the Streetscape Plan	Select Board	12-18 Months
LUHP&CC	2A		<b>Define and articulate the characteristics that identify and contribute to a neighborhood’s unique sense of place.</b>		
LUHP&CC	2A	1	Solicit a consultant to create an inventory of all character defining features within each neighborhood including indigenous and maritime heritage	Town Manager, Select Board	3-12 Months

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	2A	2	Use neighborhood inventory data and findings to inform and support Tourism Department communications	Consultant	12-18 Months
LUHP&CC	<b>2B</b>		<b>Gather neighborhood feedback and input on resident’s highest priorities for protecting and enhancing their neighborhood.</b>		
LUHP&CC	2B	1	Create a public input process to prioritize protection and enhancement of a neighborhood including indigenous and maritime characteristics	Consultant	12-18 Months
LUHP&CC	2B	2	Develop a report and presentation of the findings from the public input and include this in the historic preservation plan	Consultant	12-18 Months
LUHP&CC	2B	3	Make recommendations for exploring neighborhood cultural events or neighborhood themed weekly celebrations that align with the Towns community character and heritage	Consultant	12-18 Months
LUHP&CC	<b>2C</b>		<b>Create neighborhood plans based on the articulated unique sense of place and resident input that include design guidelines and models for preserving critical historic architectural features and conditions new development, renovation and expansion to protect neighborhood character.</b>		
LUHP&CC	2C	1	Ensure that the Neighborhood Plans are aligned with the Historic Preservation Plan	Consultant	12-18 Months
LUHP&CC	2C	2	Develop a process to formally adopt and implement the Neighborhood Plan	Select Board	12-18 Months
LUHP&CC	2C	3	Create maps, informative brochures, and walking tours to highlight each neighborhood and how they contribute to the overall community character	Tourism	12-18 Months
LUHP&CC	<b>3A</b>		<b>Identify and acquire additional land or property for constructing new diversified housing types.</b>		
LUHP&CC	3A	1	Create an inventory of all available public land or property that has development potential for affordable housing	Town Planner	6-9 Months

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	3A	2	Identify private land and property that would be appropriate for affordable housing development and could be acquired by the Town	Community Development	9-12 Months
LUHP&CC	3A	3	Explore the potential for overlay districts in areas outside the Historic District that would increase allowable density for housing while maintaining community character	Community Development, Planning Board, Zoning Board of Appeals	12-18 Months
LUHP&CC	<b>3B</b>		<b>Identify opportunities to repurpose existing buildings and properties for additional year-round and seasonal workforce housing.</b>		
LUHP&CC	3B	1	Create a prioritized inventory of public buildings that have potential for being adaptively reused to create additional year-round and seasonal workforce housing	Community Development	12-18 Months
LUHP&CC	3B	2	Identify private-public partnerships to engage in production of affordable, population group, special needs, and workforce housing	Community Housing Council	12-18 Months
LUHP&CC	<b>3C</b>		<b>Identify state and federal funding opportunities for diversified housing and supportive infrastructure.</b>		
LUHP&CC	3C	1	Review and recommend strategies to obtain additional regional, county, state, and federal funding sources that can be dedicated to affordable housing production	Community Housing Council	9-12 months
LUHP&CC	3C	2	Research and apply for additional county, state, and federal funding to expand the municipal sewer system and ensure adequate water supply	Department of Public Works	12-18 Months
LUHP&CC	<b>4A</b>		<b>Conduct community education and awareness-raising sessions, especially related to the local historic district, for the most practicable ways to preserve and protect historic properties and their supporting infrastructure from changes in sea level rise, storm severity, and increased flooding resulting from climate change.</b>		

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	4A	1	Create a Coastal Resiliency Climate Adaptation Plan for the Historic District that identifies ways to protect historic buildings and neighborhoods	Town Planner, Consultant	6-9 Months
LUHP&CC	4A	2	Conduct a public outreach session and post a media presentation on the recommendations of the Coastal Resiliency Climate Adaptation Plan	Town Planner, Consultant	9-12 Months
LUHP&CC	4A	3	Identify funding sources to assist owners of structures in the historic district to protect their property using the recommendations in the Coastal Resiliency Climate Adaptation Plan	Town Planner	12-18 Months
LUHP&CC	4A	4	Apply for a Certified Local Government through the Massachusetts Historical Commission	Historic District Commission	6-9 Months
LUHP&CC	4A	5	Create a public infrastructure improvement schedule based on the recommendations of the Coastal Resiliency Climate Adaptation Plan	Department of Public Works	12-18 Months
LUHP&CC	<b>4B</b>		<b>Create and adopt a comprehensive strategy for meeting floodplain requirements, including the Massachusetts Building Code requirements, with the understanding that these are the minimum standards under current climate conditions.</b>		
LUHP&CC	4B	1	Develop a Historic Preservation Plan that includes strategies for complying with floodplain requirements	Historic District Commission, Consultant	9-12 Months
LUHP&CC	4B	3	Develop policies and regulations that implement the floodplain recommendations of the Coastal Resiliency Climate Adaptation Plan	Historic District Commission, Consultant	9-12 Months
LUHP&CC	4B	4	Research and provide public information on disaster preparedness for historic and archaeological resource	Historical Commission, Historic District Commission, Consultant	9-12 Months

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	4B	5	Encourage owners of historic and archaeological resources and structures to engage in disaster preparedness planning	Select Board, Historical Commission, Historic District Commission	9-12 Months
LUHP&CC	4B	6	Provide disaster-planning best practices support to cultural-resources stewards and owners of historic buildings.	Emergency Coordinator	6-12 Months
LUHP&CC	4B	7	Coordinate the long-term climate resiliency infrastructure implementation schedule with owners of private historical buildings to retain the historic streetscape	Town Planner, Department of Public Works	6-12 Months
LUHP&CC	<b>4C</b>		<b>Test willingness to go beyond minimum standards through outreach and community awareness.</b>		
LUHP&CC	4C	1	Disseminate information, via PTV and other media, about the rapidity of sea level rise and the importance of building owners implementing climate adaptation strategies in a timely manner	Consultant	6-12 Months
LUHP&CC	4C	2	Create a public engagement process that includes discussion of the various climate change scenarios and corresponding solutions that go beyond meeting current minimum floodplain standards	Consultant	12-18 Months
LUHP&CC	<b>4D</b>		<b>Adjust local bylaws to simplify and possibly incentivize going beyond the minimum standards to meet projected future climate condition scenarios.</b>		
LUHP&CC	4D	1	Conduct a joint meeting of the regulatory boards to discuss higher than minimum floodplain standards considering sea level rise, climate change, and tropical storms (wind)	Conservation Commission, Planning Board, Zoning Board of Appeals, Historic District Commission	6-9 Months

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	4D	2	Review, analyze, and amend relevant bylaws, regulations and policies to create incentives to go beyond minimum floodplain standards	Conservation Commission, Planning Board, Zoning Board of Appeals, Historic District Commission	9-12 Months
LUHP&CC	<b>4E</b>		<b>Strengthen regulations to support accelerated implementation of the Hazard Mitigation Plan and update the plan every 5 years.</b>		
LUHP&CC	4E	1	analyze regulations to support and strengthen accelerating implementation of Hazard Mitigation Plan (HMP)	Environmental Planner & Emergency Management	9-12 Months
LUHP&CC	4E	2	Discover ways beyond regulation changes to accelerate implementation of HMP	Environmental Planner & Emergency Management	9-12 Months
LUHP&CC	<b>4F</b>		<b>Access federal and state funding to help mitigate land and property losses resulting from climate change.</b>		
LUHP&CC	4F	1	Identify state and federal funding sources that can be used to assist property owners with losses resulting from climate change	Emergency Coordinator	9-12 Months
LUHP&CC	4F	2	Maintain the necessary designations and accreditations to be eligible for state and federal climate mitigation and hazard funds	Emergency Coordinator	9-12 Months
LUHP&CC	<b>5A</b>		<b>Accurately and comprehensively measure growth annually and measure impact on physical and environmental resources.</b>		
LUHP&CC	5A	1	Perform build-out and infill scenario analyses in order to understand sustainable growth targets and infrastructure limits	Town Planner	12-18 Months

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	5A	2	Identify appropriate tools and parameters to measure and report increases in the Town's carrying capacity (housing units, built environment, infrastructure, etc.) on a regular basis	Department of Public Works, Community Development	6-9 Months
LUHP&CC	5A	3	Identify the key limiting factors to population growth, including but not limited to, water usage and how these factors should be monitored	Department of Public Works, Community Development	9-12 Months
LUHP&CC	5A	4	Create sustainable growth targets for the different build-out scenarios and infrastructure limits	Town Planner	18-24 Months
LUHP&CC	<b>5B</b>		<b>Annually review and modify growth management regulations as necessary to maintain critical limiting public infrastructure, such as water, sewer, solid waste, and renewably generated electricity.</b>		
LUHP&CC	5B	1	Review and modify growth management policies and regulations annually to ensure consistency with growth management targets and prevent overburden on infrastructure	Town Planner	12-18 Months
LUHP&CC	5B	2	Analyze the sustainable growth targets to identify opportunities to create additional affordable housing and/or plan for additional housing without exceeding targets	Town Planner	18-24 Months
LUHP&CC	5B	3	Set goals for reducing the annual tonnage of solid waste and increasing the tons of recycled materials; this should include a solid waste plan with research, outreach, education, and implementation components to achieve annual reduction goals.	Recycling and Renewable Energy Committee, Department of Public Works	24-30 Months
LUHP&CC	<b>5C</b>		<b>Identify potential zoning overlay districts for workforce housing.</b>		
LUHP&CC	5C	1	Perform an existing zoning analysis and collect data to determine the most appropriate locations for workforce housing	Town Planner, Consultant	12-18 Months



Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	5C	2	Research and develop draft zoning bylaw language that specifically allows seasonal and workforce housing that cannot be converted to short term rentals or second homes	Town Planner, Consultant	18-24 Months
LUHP&CC	5C	3	Develop a public input and education process for the workforce housing overlay district as part of the formal proposal of a zoning bylaw amendment to Town Meeting	Town Planner, Consultant, Planning Board	24-30 Months
LUHP&CC	<b>5D</b>		<b>Explore methods for determining where increasing building density would be appropriate while maintaining community and neighborhood character.</b>		
LUHP&CC	5D	1	Perform an existing land use, build-out, and data analysis to determine the most appropriate locations for increasing density	Consultant	12-18 Months
LUHP&CC	5D	2	Model various options of increases in different neighborhood densities that still maintain neighborhood character	Consultant	18-24 Months
LUHP&CC	5D	3	Recommend architectural review, zoning bylaw amendments, form-based code, or other policies and regulations to implement appropriate increases in density	Consultant	24-30 Months
LUHP&CC	<b>5E</b>		<b>Monitor and evaluate the progress of the year-round housing trust and Harbor Hill to determine if this project model is successful in providing affordable market-rate rentals to year-round residents and could be repeated.</b>		
LUHP&CC	5E	1	Create standard regular reporting on the monitoring of Harbor Hill and any other Year-Round Market Rate Rental Housing Trust projects	Housing Coordinator	6-12 Months
LUHP&CC	5E	2	If program is determined to be successful, create a plan for identifying other locations where the Town can create additional year-round market rate rental units	Community Development	24-30 Months
LUHP&CC	<b>6A</b>		<b>Maintain and expand utility agreements with Truro to protect and enhance the Beach Point neighborhood and harbor water quality.</b>		

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	6A	1	Review the current agreements with Truro and perform a needs analysis that outlines the costs, timeframes, and possible implementation of expanded utilities	Town Manager, Department of Public Works, Consultant	18-24 Months
LUHP&CC	6A	2	Create a utility expansion plan and revise the land-use agreements with Truro designed to serve Beach Point and protect the harbor's water quality	Town Manager, Department of Public Works, Consultant	24-30 Months
LUHP&CC	<b>6B</b>		<b>Explore potential collaboration with Truro to meet mutual community goals.</b>		
LUHP&CC	6B	1	Begin dialogue and negotiation with Truro town staff and leaders about the possibility of collaboration to meet Provincetown's and Truro's land-use needs.	Town Manager, Select Board	9-12 Months
LUHP&CC	6B	2	Identify potential available properties and monitor for opportunities to collaborate or use facilities that could further the goals of both Towns.	Town Manager, Community Development	12-24 Months
LUHP&CC	<b>7A</b>		<b>Update the Historic District property inventory/survey and identify the character defining architectural features of each historic property.</b>		
LUHP&CC	7A	1	Raise and appropriate funds for a qualified consultant to update the inventory and create guidelines for property owners	Town Manager, Select Board, Town Meeting	12-18 Months
LUHP&CC	7A	6	Document the evolution and changes over time for each property to be included in the inventory	Consultant	18-24 Months
LUHP&CC	7A	7	Use the inventory of character defining features to inform the Historic Preservation Plan and Neighborhood Plans	Consultant	18-24 Months
LUHP&CC	<b>7B</b>		<b>Write historic preservation guidelines and produce manual to assist property owners with sensitive alterations to historic buildings.</b>		

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	7B	1	Develop a manual for property owners describing the best practices for maintaining, repairing and replacing character defining features	Consultant	18-24 Months
LUHP&CC	7B	2	Produce a video, website, or other media to raise awareness about available technical assistance and the expectations for properties in the Historic District	Consultant	18-24 Months
LUHP&CC	<b>7C</b>		<b>Revise Historic Guidelines and Regulations</b>		
LUHP&CC	7C	1	Use Preservation Plan and historic features inventory to inform updating the Historic District Commissions regulations and policies	Consultant	18-24 Months
LUHP&CC	7C	2	Develop streamlined certificate generation using the existing online applications to streamline ministerial tasks	MIS	18-24 Months
LUHP&CC	7C	3	Recommend Historic District Commission request staff reports for applications as part of the review process	Town Planner	6-9 Months
LUHP&CC	<b>7D</b>		<b>Create a plan that reserves lands and spaces for future community amenities for Provincetown</b>		
LUHP&CC	7D	1	Create an inventory of existing public cultural amenities, such as parks, monuments, memorial benches, trees, dedicated squares, etc. and map these features	Town Planner, Consultant	12-18 Months
LUHP&CC	7D	2	Develop a public input and feedback process to help identify and plan future spaces for cultural amenities	Town Planner, Consultant	18-24 Months
LUHP&CC	7D	3	Develop a Public Cultural Amenities Plan using data from the neighborhood character plans, open space and recreation plan, and other data (memorial benches, trees, dedicated squares, etc.) to help inform the public landscape committee create and shape the cultural components of public spaces	Town Planner, Consultant	24-30 Months
LUHP&CC	<b>7E</b>		<b>Engage community participation in regularly recurring planning for cultural and historic events that celebrate the community's many personalities</b>		

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	7E	1	Use the public input process for the public amenity planning as a template for creating an annual meeting for cultural event planning	Town Planner, Consultant, Tourism	18-24 Months
LUHP&CC	<b>8A</b>		<b>Create comprehensive neighborhood plans that identify historic places and characters, in particular Native American, Portuguese, women, maritime, people of color and other underrepresented groups, in order to bring attention to and educate about the Town's unique history.</b>		
LUHP&CC	8A	1	Identify a historian, local volunteer, or retiree with an interest in performing research and gathering place-specific histories about the important underrepresented characters in Town	Historical Commission	9-12 Months
LUHP&CC	8A	2	Develop both traditional and multi-media communication strategies to publicize and communicate the historical characters in our neighborhoods plan	Historian, Historical Commission, Town Planner	12-18 Months
LUHP&CC	8A	3	Use the historical characters data to inform the Historic Preservation Plan and Neighborhood Plans	Town Planner, Consultant	18-24 Months
LUHP&CC	<b>8B</b>		<b>Acquire public input on interpretive signage and identification of historic places and people.</b>		
LUHP&CC	8B	1	Conduct public meetings, surveys, and other innovative outreach events to gather input on signage or other media that can be used to identify historic places, people, and events	Historian, Historical Commission	18-24 Months
LUHP&CC	<b>8C</b>		<b>Encourage the creation of walking tours, mobile applications, maps, sidewalk medallions, and other innovative ways to interpret and educate about the Towns historic places.</b>		
LUHP&CC	8C	1	Create a historical walking tour map and/or online map or application that incentivizes visiting unique historical places in Town	Historian, Historical Commission, Recreation Commission, Tourism	18-24 Months

Targeted Action Plan and Schedule: Land Use, Historic Preservation, and Community Character

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
LUHP&CC	8C	2	Develop multilingual publications and webpages to engage broader audiences	Tourism, Community Volunteers	18-24 Months
LUHP&CC	8C	3	Create additional touring maps and/or online applications that highlight different cultural themes, holidays, traditions, nationalities, and ethnicities that make Provincetown great.	Tourism, Community Volunteers	18-24 Months

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	1A		<b>Assess and develop means to address barriers to access labor market opportunities and reasonable working conditions.</b>		
Economic	1A	1	Identify the barriers to accessing labor market opportunities and reasonable working conditions.	Economic Development Committee, Town Manager, Consultant	2-3 Years
Economic	1A	2	Develop a plan to overcome the barriers as identified by the findings of the consultant.	Town Manager	3-5 Years
Economic	1B		<b>Create development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises (that have equitable access to financial services).</b>		
Economic	1B	1	Identify which policies may best support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises	Economic Development Committee, Tourism, Consultant	1-2 Years
Economic	1B	2	Assess and recommend which of these policies best promote future economic development for these community needs.	Economic Development Committee	1-2 Years
Economic	1B	3	Implement the development-oriented policies that are deemed best suited for these community needs	Select Board, Town Manager, Town Meeting	2-3 Years
Economic	1C		<b>Encourage hospitality sector to engage in collaborations with university and college hospitality degree programs</b>		
Economic	1C	1	Identify operators in the hospitality sector and educational institutions willing to collaborate and foster collaborative relationships between hospitality sector educational institutions.	Chamber of Commerce, Business Guild, Economic Development Committee	1-2 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	2A		<b>Promote and strengthen rights to decent work for all, workers' rights, and equal value for equal work in all sectors (Including migrant workers).</b>		
Economic	2A	1	Examine other comparable communities for programs and policies that strengthen rights to decent work for all, workers' rights, and equal value for equal work in all sectors	Diversity, Equity and Inclusion Officer	1-2 Years
Economic	2A	2	Implement the recommendations of the study.	Diversity, Equity and Inclusion Officer	2-3 Years
	2A	3	Encourage businesses to adopt similar policies identified by the recommendations of the study.	Diversity, Equity and Inclusion Officer	2-3 Years
Economic	2B		<b>Encourage policies designed to ensure that no one falls beneath the poverty line.</b>		
Economic	2B	1	Assess which types policies are best designed to ensure that no one falls below the poverty line.	Diversity, Equity and Inclusion Officer	1-2 Years
Economic	2B	2	Encourage local organizations to help implement and support these policies.	Diversity, Equity and Inclusion Officer	2-3 Years
Economic	2C		<b>Identify and remove the systemic barriers and causes of inequity in the Town's fee structures, taxation, and other economic factors.</b>		
Economic	2C	1	Identify which systemic barriers are causes of inequity in the Town's fee structures, taxation, and other economic factors.	Diversity, Equity and Inclusion Officer	1-2 Years
Economic	2C	2	Create and adopt policies to remove these systemic barriers	Diversity, Equity and Inclusion Officer, Town Manager, Select Board	2-3 Years
Economic	1D		<b>Encourage policies designed to support organizations that provide income support to both the existing and new poor, small and micro enterprises, and informal sector workers in addition to ensuring food security and essential services.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	1D	1	Identify small and micro enterprises that are struggling financially, and informal sector workers who may benefit from income support, additional food security, and essential services.	Chamber of Commerce, Business Guild, Economic Development Committee	1-3 Years
Economic	1D	2	Publicize the services available from federal, state, and local organizations that offer financial and other support; connect local enterprise owners with available resources.	Chamber of Commerce, Business Guild, Economic Development Committee	2-4 Years
Economic	1D	3	Generate more community support for local small and micro enterprises and informal sector workers.	Chamber of Commerce, Business Guild, Economic Development Committee	2-4 Years
Economic	1D	4	Advocate for donation requirement reforms that would allow marijuana companies to donate directly to not-for-profit organizations.	Chamber of Commerce, Business Guild, Economic Development Committee	3-5 Years
Economic	2E		<b>Promote individual development accounts (IDAs), homeownership education and counseling, limited equity housing co-ops (LEHCs), community land trusts (CLTs), location efficient mortgages (LEMs), and the Section 8 homeownership program as asset-building strategies that focus on affordable housing, land use, job training, and postsecondary education.</b>		
Economic	2E	1	Publicize the services available from federal, state, and local organizations that offer education, training and other support; connect potential homeowners and those seeking job training with available resources.	Housing Council, Economic Development Committee	1-3 Years



Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	2F		<b>Promote equitable access for the creation of community development financial institutions, institutions that are committed to serving low and moderate income residents in the community, and that help expand access to banking, insurance and financial services for all.</b>		
Economic	2F	1	Identify low and moderate income residents in the community that would benefit from community development financial institutions.	Diversity, Equity and Inclusion Officer	1-3 Years
Economic	2F	2	Create a program that connects low and moderate income residents with the information, training, or other tools necessary to expand access to banking, insurance and financial services.	Human Services, Economic Development Committee	2-4 Years
Economic	2G		<b>Promote opportunities for microfinancing.</b>		
Economic	2G	1	Identify which banks and lending institutions may offer microfinancing through a portfolio program.	Chamber of Commerce, Business Guild, Economic Development Committee	1-2 Years
Economic	2G	2	Identify private lenders that are willing to back microfinancing programs.	Chamber of Commerce, Business Guild, Economic Development Committee	2-4 Years
Economic	3A		<b>Promote employment creation, decent work, and redistributive (anti-poverty) programs to address poverty, inequality and exclusion.</b>		
Economic	3A	1	Research other municipalities that have partnered with organization or created programs designed to address poverty, inequality and exclusion; and assess these programs for possible implementation in Provincetown.	Human Services, Economic Development Committee	1 Year

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	3A	2	Adopt, implement, and fund programs or partnerships that will meet Provincetown's goals for employment creation, decent work, and programs designed to address poverty, inequality and exclusion.	Town Manager, Select Board, Town Meeting	2-3 Years
Economic	3A	3	Promote programs and partnerships adopted by the Town.	Human Services	2-4 Years
Economic	<b>3B</b>		<b>Assess and address economic disparities that inhibit workers and residents from owning property.</b>		
Economic	3B	1	Work with regional agencies to research and identify the greatest roadblocks to property ownership.	Housing Coordinator	1 Year
Economic	3B	2	Develop plans and programs that help workers and residents to become property owners and promote these programs.	Housing Coordinator	2-3 Years
Economic	<b>4A</b>		<b>Strengthen local partnerships between businesses and Town government that promote, encourage and support year-round economic activities, including the development of physical infrastructure needed to support those activities.</b>		
Economic	4A	1	Develop, promote, encourage, and support year-round economic activities, especially shoulder season and winter festivals, celebrations, educational opportunities, and community events designed to attract a wide audience.	Chamber of Commerce, Business Guild, Tourism	1-2 Years
	4A	2	Monitor any increases in water, sewer, and solid waste during the off-peak seasons to ensure Town infrastructure adequately supports increased activities.	Department of Public Works	2-8 Years
Economic	<b>5A</b>		<b>Promote diversity, equity &amp; inclusion initiatives that help reduce economic and social inequalities.</b>		
Economic	5A	1	Research and analyze the most effective programs developed in other comparable communities that promote diversity, equity & inclusion while reducing economic and social inequalities.	Diversity, Equity and Inclusion Officer	1-2 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
	5A	2	Adopt, implement, and fund programs or partnerships that will meet Provincetown's goals for diversity, equity & inclusion initiatives that help reduce economic and social inequalities.	Town Manager, Select Board, Town Meeting	2-3 Years
Economic	5A	3	Promote programs and partnerships adopted by the Town.	Diversity, Equity and Inclusion Officer	2-4 Years
Economic	<b>5B</b>		<b>Identify strategies for community stabilization that changes the balance of power and transfers equity to resident/renters, homeowners, and businesses.</b>		
Economic	5B	1	Research comparable communities that have successfully changed the balance of power and transferred equity to resident/renters, homeowners, and businesses.	Diversity, Equity and Inclusion Officer	1-2 Years
Economic	5B	2	Identify additional strategies to include more full-time residents in the local boards and committees, Town Meeting, and other civic events.	Diversity, Equity and Inclusion Officer	1-3 Years
Economic	<b>5C</b>		<b>Promote economic and social systems that work to prevent and/or correct uneven growth that further create inequality and exclusion.</b>		
Economic	5C	1	Collaborate with state and regional agencies to identify the major contributors to uneven growth that intensifies economic inequality and exclusion in Provincetown.	Community Development, Diversity, Equity and Inclusion Officer	1-3 Years
Economic	5C	2	Develop a plan to correct uneven growth and promotes equality and inclusion.	Diversity, Equity and Inclusion Officer	3-5 Years
Economic	<b>6A</b>		<b>Strengthen access to quality healthcare as an important component for sustaining a healthy, local year-round economy.</b>		
Economic	6A	1	Identify individuals who lack access to healthcare and connect them with state, regional and local healthcare providers.	Human Services	1-2 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	6A	2	Provide education and promotional materials to help encourage individuals to take advantage of healthcare offered through employers or through the state.	Human Services, Diversity, Equity and Inclusion Officer, Chamber of Commerce, Business Guild	2-3 Years
Economic	<b>7A</b>		<b>Encourage the creation dormitory housing to address seasonal worker housing issue and potential synergies with off-season education and conference housing.</b>		
Economic	7A	1	Identify locations that can support larger scale dormitory housing structures	Community Development	1 Year
Economic	7A	2	Create programs that incentivize developers to create dormitory and other appropriate housing for seasonal workers.	Town Manager, Community Development, Assessor	2-4 Years
Economic	7A	3	Encourage employers and educational institutions to support the development of dormitory housing for employees and students	Chamber of Commerce, Business Guild	1-5 Years
Economic	<b>7B</b>		<b>Create inventory of existing structures and potential sites and review all related land use regulations to identify opportunities.</b>		
Economic	7B	1	Perform a high-level, parcel-by-parcel review of residential properties that could support additional housing units based on zoning, density, and parcel size under current conditions.	Town Planner	1 Year
Economic	7B	2	Review land use regulations and prepare a summary of potential changes that could be presented to the Planning Board, Select Board and Town Meeting to further increase opportunities residential development.	Town Planner, Town Manager	1 Year

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	7C		<b>Encourage the development of transient accommodations to support multiple population segments, including a wide range of price and affordability, and accommodations for families needing both short-term and longer-term temporary accommodations.</b>		
Economic	7C	1	Research and analyze programs or partnerships in other comparable communities that successfully developed transient accommodations.	Housing Council	1-2 Years
Economic	7C	2	Assess the viability Adopt, implement, and fund programs or partnerships that will meet Provincetown's goals for transient accommodations.	Town Manager, Select Board, Town Meeting	2-3 Years
Economic	7C	3	Develop programs and networks that help connect people in need of temporary accommodations with the services available.	Human Services, Housing Council	2-4 Years
Economic	7D		<b>Research infrastructure and financing needs related to development of a large housing project.</b>		
Economic	7D	1	Identify town-owned parcels that can support affordable, year-round market rate, and workforce housing.	Community Development	1 Year
Economic	7D	2	Apply for federal, state, and regional funding and grants, as well as private funding sources, to support the development of affordable, year-round market rate, and workforce housing.	Housing Director	1-5 Years
Economic	7D	3	Develop an infrastructure plan to help grow the Town's water, sewer, solid waste, and transportation needs to accommodate future large housing projects.	Department of Public Works	1-3 Years
Economic	7E		<b>Research potential developers and explore opportunities for potential public-private partnerships to implement housing projects in Provincetown.</b>		
Economic	7E	1	Identify developers that have the ability and desire to lead and direct private-public housing project partnerships.	Housing Director	1-2 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	7E	2	Collaborate on selecting appropriate locations and housing types of the correct size, scale, and makeup that could be practicably constructed.	Housing Director, Private Developer	2-5 Years
Economic	7F		<b>Review Town bylaws and policies to ensure they are aligned with the goals of encouraging more equitable access to housing, work, and economic opportunities.</b>		
Economic	7F	1	Critically analyze the bylaws and policies and prepare a report outlining potential inequities with access to housing, work and economic activities, as well as potential changes that could be implemented to overcome inequities.	Diversity, Equity and Inclusion Officer	1-3 Years
Economic	7G		<b>Encourage Community Land Trusts (CLT), Limited Equity Cooperatives (LEC), and housing cooperatives that take housing out of the speculative market to maintain affordability.</b>		
Economic	7G	1	Identify sources of fiscal and organizational support for potential independent CLT and LEC organizations and publicize these resources.	Housing Director	1-2 Years
Economic	7H		<b>Continue promoting the development of affordable units, including resident/renter opportunity to purchase - "rent to own" and policies that create more affordable low- and middle-income housing units.</b>		
Economic	7H	1	Further incentivize developers to create additional affordable low- and middle-income housing units.	Housing Director	1-5 Years
Economic	7H	2	Create a "rent to own" program within the housing lottery for qualified candidates with limited access to equity for down payments.	Regional Housing Trust, Housing Director	3-5 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	7I		<b>Encourage programs capable of creating a stabilization voucher for long-time residents in low-income situations to help them stay and programs that will protect senior homeowners at risk of losing their primary residence.</b>		
Economic	7I	1	Petition the Massachusetts General Court to create a stabilization voucher for long-time residents in low-income situations to help them stay and programs that will protect senior homeowners.	Select Board, Town Meeting	1-2 Years
Economic	7J		<b>Petition the Massachusetts General Court to allow municipalities to reduce or freeze property taxes to protect residents, allowing homeowners whose taxes have grown by 10 percent or more to defer property tax payments until they sell.</b>		
Economic	7J	1	Petition the Massachusetts General Court to allow municipalities to reduce or freeze property taxes to protect residents.	Select Board, Town Meeting	1-2 Years
Economic	7K		<b>Encourage Housing Trust Funds, inclusionary zoning ordinances, and the federal Low-Income Housing Tax Credit.</b>		
Economic	7K	1	Begin to allocate funds from additional revenue sources such as the Short Term Rental Tax to Housing Trust Funds	Select Board, Town Manager, Town Meeting	1-3 Years
Economic	7K	2	Create additional incentives that are inline with the federal Low-Income Housing Tax Credit	Select Board, Town Manager, Town Meeting	2-4 Years
Economic	7K	3	Encourage mid to large scale projects which adhere to inclusionary zoning ordinances.	Town Planner	1-5 Years
Economic	7L		<b>Explore eligibility requirements of the local review and approval process for the Department of Housing &amp; Community Development's Division of Community Services to create a tax-increment financing zone.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	7L	1	Understand the requirements needed to create a Tax Increment Financing Zone.	Community Development Director	1-3 Years
Economic	7L	2	Seek approval locally and from the state the Department of Housing & Community Development's Division of Community Service to be able to create a Tax Increment Financing Zone.	Housing Director	3-5 Years
Economic	<b>7M</b>		<b>Encourage regional strategies through collaboration on data sharing, joint grant applications, and supporting fair housing in neighboring communities.</b>		
Economic	7M	1	Create a municipal forum that defines a region which would allow for data and various grant opportunities to be shared across municipalities.	Community Development Director, Town Manager	1-5 Years
Economic	7M	2	Establish a regional housing committee or thinktank that prioritizes fair housing solutions throughout the surrounding communities.	Select Board, Town Manager, Housing Manager	1-5 Years
Economic	<b>8A</b>		<b>Encourage reverse franchises where local businesses create additional sites outside of Provincetown.</b>		
Economic	8A	1	Identify like communities that can support Provincetown franchises.	VSB, Chamber of Commerce, PBG	1-2 Years
Economic	8A	2	Promote relationships with the identified communities through the VSB and Chamber of Commerce to create avenues for expanding businesses outside Provincetown	VSB, Chamber of Commerce, PBG	2-3 Years
Economic	<b>8B</b>		<b>Develop business brand for the community that is recognized off-cape, nationally, and internationally.</b>		
Economic	8B	1	Work with local branding experts to developed a business brand that is inline with our community character.	Tourism Department	1-2 Years
Economic	8B	2	Have this brand shared regionally and off-cape through the VSB, Chamber of Commerce and local community members.	Tourism Department	2-3 Years



Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	8C		<b>Attract employees employed by businesses that use a “work at home” model to increase year-round economic revenue, within the Town's capacity.</b>		
Economic	8C	1	Work with advertising experts to developed a campaign to attract workers or second home owners who can work from home.	Tourism Department	1-2 Years
Economic	9A		<b>Need to attract an entity that can expand cellular service and broadband internet connections.</b>		
Economic	9A	1	Identify which entities have the ability to expand cellular service and broadband internet connections.	Select Board	1-2 Years
Economic	9A	2	Encourage these entities to expand cellular service and broadband internet connections with incentives, such as access to municipal infrastructure and land	Select Board	1-2 Years
Economic	9B		<b>Evaluate the ability and build potential for supplying high speed internet to private companies and homes.</b>		
Economic	9B	1	Advocate for a feasibility study which analyzes the ability to provide businesses and homes with high speed internet.	Select Board, Town Manager	1-2 Years
Economic	9C		<b>Need to create competition within the communications market to create additional options and choices for access to the latest technology.</b>		
Economic	9C	1	Advocate for competition between communication providers to provide choice to users.	Select Board, Town Manager	1-7 Years
Economic	10A		<b>Encourage entrepreneurship that is equitable and fair for people of different means.</b>		
Economic	10A	1	Create additional public-private work spaces that promote entrepreneurship of all means (such as The Commons)	Select Board, Town Manager	1-5 Years
Economic	10B		<b>Explore opportunities for local artist’s market that encourages off-season tourism and encourage the “Art in the windows” concept for storefronts.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	10B	1	Encourage local business to host off-season markets for artists to display their work.	PBG, VSB, Chamber of Commerce, Economic Development Committee	1-3 Years
Economic	10B	2	Encourage seasonal street front retail stores to hold continuous art displays in their store front windows when closed.	PBG, VSB, Chamber of Commerce, Economic Development Committee	2-4 Years
Economic	10B	3	Create by-laws that allow additional venues to be used for artist's markets.	Select Board, Town Meeting	3-5 Years
Economic	<b>10C</b>		<b>Incentivize the intended outcome of the formula business regulations of the zoning bylaw to protect local businesses</b>		
Economic	10C	1	Promote the development of locally owned businesses that do not adhere to a formula business model	PBG, VSB, Chamber of Commerce, Economic Development Committee	1-5 Years
Economic	10C	2	Strengthen bylaws that restrict Formula Businesses models that may negatively impact on the Town's economy, historical relevance, unique character and economic vitality.	Select Board, Town Meeting	1-5 Years
Economic	<b>10D</b>		<b>Encourage a not-for-profit to create local P-Town Pennies (similar to Burlington Bucks) complementary/alternative currencies.</b>		
Economic	10D	1	Foster a relationship between local not-for-profits and business to help create avenues for complementary/alternative currencies to be spent locally.	Tourism Department, PBG, VSB, Chamber of Commerce	1-5 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	10E		<b>Education about other business models that incubate local small businesses and opportunities/advertisement of the nonprofit organizations and grants</b>		
Economic	10E	1	Identify organizations that can help small business create models that are functional in this marketplace.	Tourism Department, PBG, VSB, Chamber of Commerce	1-5 Years
Economic	10E	2	Provide more access to knowledge regarding available small business grants through non-profit organizations.	Tourism Department, PBG, VSB, Chamber of Commerce	1-5 Years
Economic	10F		<b>Encourage diversification in the grocery sector that could include a cooperative food market model to increase food security and access to local and affordable groceries.</b>		
Economic	10F	1	Promote further use of local grocers and farmers markets.	PBG, VSB, Chamber of Commerce	1-5 Years
Economic	10F	2	Explore creating a cooperative food bank supplied by local farmers and food purveyors.	PBG, VSB, Chamber of Commerce	1-5 Years
Economic	10G		<b>Support means of community-shared production, especially in areas of food production, that can help diversify the local economy</b>		
Economic	10G	1	Motivate community members to fully utilize the community garden plots.	Conservation Agent	1-2 Years
Economic	10G	2	Allow for additional locations where arts and crafts can be created.	Human Services	1-2 Years
Economic	10H		<b>In addition to weekly and long-term visitors, attract day-trippers, and short-term stay visitors</b>		
Economic	10H	1	Further promote the town's attractions throughout Cape Cod to attract regional visitors.	Tourism Department	1-3 Years
Economic	10H	2	Encourage local business to offer vouchers and incentives to short term visitors.	Tourism Department	1-3 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	11A		<b>Build on Provincetown's arts and maritime heritage to pursue year-round economic opportunities, including educational programs and facilities. These industries also bolster our tourism economy by maintain Provincetown's authenticity and sense of place.</b>		
Economic	11A	1	Research what other comparable seasonal resort communities are using for advertising and then develop a media plan that is innovative, unique, and reaches a broader audience	Tourism Department	1-2 Years
Economic	11A	2	Advertise Provincetown's historic, cultural, and artistic attractions using innovative media to increase visitors, including international travelers	Tourism Department	2-4 Years
Economic	<b>12A</b>		<b>Develop and improve resources to provide the region with quality aquaculture products</b>		
Economic	12A	1	Explore adopting the Martha's Vineyard Shellfish Group model on organization, staffing and funding	Shellfish Committee, Harbor Committee	1 Year
Economic	12A	2	Identify short, medium and long term needs for improving shellfish resources	Shellfish Committee, Consultant, subcommittee, grad students	18-24 months
Economic	12A	3	Explore funding sources and options to meet medium and long term needs	Shellfish Committee, Consultant, subcommittee, grad students	18-24 months
Economic	12A	4	Obtain the resources, such as depth maps, and scientific advice from the Center for Coastal Studies and NOAA to limit restricted area based on Right Whales and other environmental protection needs	Shellfish Committee, Harbor Committee, Harbor Master	3-6 months

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	12A	5	Advocate to limit restricted areas where appropriate and based on environmental science in order to increase season for growing and sales	Shellfish Committee, Harbor Committee, Harbor Master	6-12 months
Economic	12A	6	Explore the ability to use/lease portions of the wave attenuator for gear storage for aquaculture and fishers	Harbor Master	9-12 months
Economic	12A	7	Identify other potential gear storage areas in proximity of shellfish grants	Shellfish Committee, Harbor Committee, Consultant	12-18 months
Economic	12A	8	Explore creating regulations to ensure safety of shellfish gear and revise other regulations as needed	Shellfish Committee, Harbor Committee, Harbor Master	9-12 months
Economic	12A	9	Work with the Department of Environmental Protection and Coastal Zone Management on eliminating hydraulic dredging	Conservation Commission, Select Board	3-6 months
Economic	<b>12B</b>		<b>Use regional partners to conduct a feasibility study of potential products to prevent a monoculture and increase diversity and resiliency.</b>		
Economic	12B	1	Reach out to the County Extension Service, Woods Hole Oceanic Institute, Center for Coastal Studies and other external organizations with resources and expertise	Shellfish Committee, Harbor Committee, Conservation Commission	3-6 months
Economic	12B	2	Explore having graduate students in relevant disciplines make this into a graduate program project	Shellfish Committee, Harbor Committee, Conservation Commission	9-12 months

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	12C		<b>Create a local growers cooperative to oversee marketing and development of the industry in Provincetown that includes representation from all partners involved.</b>		
Economic	12C	1	Create or revise processes for the allocation and renewal of shellfish grants	Shellfish Committee	6-9 months
Economic	12C	2	Establish shellfish grant production rates, minimum performance metrics to retain grants over time	Shellfish Committee, Harbor Committee, Conservation Commission	9-12 months
Economic	12C	3	Create opportunities for new shellfish growers in order to incubate and encourage participation	Shellfish Committee	1-2 Years
Economic	12C	4	Establish short, medium and long term needs for shellfish grants and fishermen based on production rates, number of growers and other factors	Shellfish Committee	2-4 Years
Economic	12D		<b>Encourage a shellfish cooperative to identify and pursue synergies with shared resources like work platforms, nursery, hatchery, landing facilities, and more direct farm-to-table connections.</b>		
Economic	12D	1	Establish a local cooperative	Shellfish Committee, Consultant	1-2 Years
Economic	12D	2	Research successful models from other communities that could be used as a template	Shellfish Committee, Consultant	6-12 months
Economic	12D	3	Explore coordinating Truro shellfish grants with the Provincetown cooperative	Shellfish Committee, Consultant	6-12 months

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	12D	4	Review shellfish regulations from Martha's Vineyard, Chatham, Orleans, and other communities to develop regulations and business development models for Provincetown	Shellfish Committee, Consultant	6-12 months
Economic	12D	5	Explore sharing resources for smaller shellfish grants to incubating businesses	Shellfish Committee, Consultant	9-12 months
Economic	12D	6	Support cooperative's processing, packaging, and branding shellfish products	Shellfish Committee, Consultant	1-2 Years
Economic	<b>12E</b>		<b>Survey the business people about what types of amenities, services, and infrastructure/facilities would be most important to grow the aquaculture industry.</b>		
Economic	12E	1	Review previous minutes and outreach sessions (shellfish committee, harbor committee, etc.) and the Martha's Vineyard Model to establish the types of amenities, services, and infrastructure/facilities	Shellfish Committee, Consultant	6-9 months
Economic	12E	2	Create long-term sustainability plan with appropriate regulations for commercial aquaculture that also protects recreational clamming	Shellfish Committee, Consultant	1-2 Years
Economic	<b>12F</b>		<b>Create inventory of potential sites for needed facilities. Examine practices and models elsewhere to develop the right model for Provincetown.</b>		
Economic	12F	1	Identify appropriate locations for amenities, services, and infrastructure/facilities	Shellfish Committee, Consultant	1-2 Years
Economic	<b>12G</b>		<b>Develop a financial feasibility analysis to measure the cost/benefit, necessary investments and ongoing operational costs.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	12G	1	Analyze production levels at model facilities to determine financial viability and length of time required to reach these levels	Shellfish Committee, Consultant	9-12 months
Economic	12G	2	Regularly evaluate and update financial feasibility analysis to determine program viability and sustainability	Shellfish Committee, Consultant	12-18 months
Economic	<b>12H</b>		<b>Put together necessary financing including a blend of private investment from industry, public town support, and other available funding.</b>		
Economic	12H	1	Explore all funding options including but not limited to 501c3 status, opportunity zone, state, local and federal funds	Shellfish Committee, Consultant	9-12 months
Economic	12H	2	Use the return on investment data to attract additional private investment	Shellfish Committee, Consultant	1-2 Years
Economic	<b>12I</b>		<b>Implement the Harbor Plan recommendations.</b>		
Economic	12I	1	Outline realistic goals and timeframe for implementation and garner consensus among the boards and entities responsible for implementation	Harbor Committee, Harbor Master, Public Pier Corporation, Shellfish Committee, Marine Coordinator, Conservation Commission	3-6 months
Economic	<b>13A</b>		<b>Establish appropriate training programs, business services, and investment in support of the industry including technical skills and infrastructure protection/improvements. Continued discussion with industry businesses about their needs and concerns.</b>		



Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	13A	1	Develop appropriate training programs and/or connect growers and blue economy employees with training programs offered by other entities.	Shellfish Committee, Consultant	6-9 months
Economic	13A	2	Raise awareness of business mentoring services available to growers and assistance with developing business plans	Shellfish Committee, Consultant	3-6 months
Economic	13A	3	Coordinate with stakeholders on infrastructure funding requests	Harbor Committee, Public Pier Corporation, Shellfish Committee	1-2 Years
Economic	<b>13B</b>		<b>Research potential expansion of local lending capacity.</b>		
Economic	13B	1	Discuss draft business plan of a shellfish cooperative with local banks	Shellfish Committee, Consultant	9-12 months
Economic	<b>13C</b>		<b>Pursue resources and opportunities to find or create an established primary buyer dedicated to Provincetown and Truro.</b>		
Economic	13C	1	Review successful shellfish cooperative models and identify primary buyers beyond the local cooperative where production targets are met	Shellfish Committee, Consultant	9-12 months
Economic	13C	2	Explore potential buyers located outside Cape Cod	Shellfish Committee, Consultant	12-18 months
Economic	<b>13D</b>		<b>Increase production through streamlined permitting, establishment of work floats, and development of fast growing and inexpensive seed.</b>		
Economic	13D	1	Explore creating a "working waterfront" viewing area including a fish market to help fund the cooperative and support local growers	Shellfish Committee, Public Pier Corps, Town Manager	12-18 months

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	14A		<b>Facilitate the establishment of a Blue Economy Task Force that oversees the various issues related to the waterfront including the waterfront district, aquaculture, harbor, pier, public and private organizations, and others. Identify opportunities for shared resources, collaborative approaches, and best practices</b>		
Economic	14A	1	Develop roles, responsibilities, and goals for the Blue Economy Task Force and the most appropriate membership	Town Manager, Select Board, Town Meeting	3-6 months
Economic	14A	2	Contact the county cooperative extension for best practices on shared resources and other entities to explore reviving different shell fishing opportunities	Shellfish Committee, Consultant	3-6 months
Economic	14B		<b>Engage with the Center for Coastal Studies, Stellwagen Bank National Marine Sanctuary, and International Fund for Animal Welfare (IFAW) to understand their mid to long range plans and potential partnering opportunities</b>		
Economic	14B	1	Encourage the Center for Coastal Studies to expand educational opportunities for growers	Shellfish Committee	9-12 months
Economic	14B	2	Encourage the Center for Coastal Studies to hold trainings and interpretative information on MacMillan Pier	Shellfish Committee, Public Pier Corporation	9-12 months
Economic	14C		<b>Support the Center for Coastal Studies in efforts to expand facilities and housing; assist with identification and attraction of research and development/commercialization and education partners including businesses, academic, and research institutions. Work to assist to address challenges such as housing and workforce needs.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	14C	1	Coordinate with other housing interest groups and economic development committee to develop housing for workers in the blue economy	Housing Director, Economic Development Committee, Community Development	1-3 Years
Economic	14C	2	Explore additional real estate or redevelopment opportunities for housing and research spaces that supports blue economy research	Housing Director, Economic Development Committee, Community Development	2-4 Years
Economic	<b>14D</b>		<b>Support research of the feasibility of establishing an accelerator for commercialization and economic growth related to coastal, maritime, and marine studies.</b>		
Economic	14D	1	Investigate accelerator models from other communities to determine best fit for Provincetown, including universities that can provide guidance	Shellfish Committee, Economic Development Committee	9-12 months
Economic	14D	2	Invite experts from universities in New England to come to town to educate and assist with growing the local blue economy	Shellfish Committee	1-2 Years
Economic	<b>15A</b>		<b>Establish a strong and lasting work plan based on action items identified by the Town, Provincetown Business Guild, Chamber of Commerce, local and regional banks, and others who have a stake in creating more off-peak tourism.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	15A	1	Develop an off-peak tourism plan that coordinates actions across different business sectors and interest groups	Business Guild, Visitor Services Board, Chamber of Commerce, Consultant	1-2 Years
Economic	15A	2	Develop a creative advertising campaign for off-peak tourism and other business opportunities	Tourism Department	2 Years
Economic	<b>15B</b>		<b>Continue to increase the arts and cultural offerings/events/attractions in town through funding targeted towards goals that align with economic development priorities, support of existing attractions, and cross promotional opportunities.</b>		
Economic	15B	1	Coordinate the calendar of arts events between community groups (Provincetown Art Association and Museum, Fine Arts Work Center, Pilgrim Monument and Provincetown Museum, Provincetown Film Festival, etc.) to attract and retain visitors for multiple events or expand event attractions	Tourism Department, Visitor Services Board	2-4 Years
Economic	15B	2	Explore viability of an "cultural passport" that allows visitors to buy one pass for multiple events and venues	Tourism Department, Visitor Services Board	2-4 Years
Economic	<b>15C</b>		<b>Explore developing a grant program that funds activities designed to build on the Town's core branding efforts to increase economic activity that brings in outside spending. Incorporate regular public awareness efforts to expand education of grant program purpose and impact.</b>		
Economic	15C	1	Investigate what other tourist destination communities are using for incentive grant programs and develop a local model	Tourism Department, Visitor Services Board	1-2 Years
Economic	15C	2	Obtain feedback from local program organizers on how best to target audiences and what innovative branding needs to be expanded	Tourism Department, Visitor Services Board	2-4 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	15D		<b>Conduct targeted attraction work in the appropriate demographics related to the arts, cultural amenities, and related attractions. Encourage local resident artists and gallery owners to get involved on a larger scale with those in the industry to keep Provincetown at the forefront.</b>		
Economic	15D	1	Develop an annual stakeholder meeting schedule to share visitor demographics and seasonal highlights of what is working best for artists, galleries, cultural amenities, and program attractions.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	1 Year
Economic	15D	2	Expand advertising and outreach to attract audiences to Provincetown's arts, cultural amenities, and related attractions and emphasizes status as the oldest continuously operating artist's colony in the United States	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce, Consultant	1-3 Years
Economic	15E		<b>Expand shoulder season offerings of walking tours, interpretive hikes, birding, bike rides, eco-tours and more to capture visitors looking for an off-season experience of the many natural resources of Provincetown</b>		
Economic	15E	1	Develop an collaboration among businesses and organizations offering shoulder season programs, including walking tours, interpretive hikes, birding, bike rides, eco-tours, etc. and explore expanding advertising and outreach to attract audiences	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	1 Year
Economic	15F		<b>Devise and implement policies to create sustainable tourism.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	15F	1	Develop Sustainable Tourism Goals related to travel for leisure, business, and visiting friends and relatives, including means of transportation, that moves the Community closer to carbon-neutral greenhouse gas emissions.	Tourism Department	2-3 Years
Economic	<b>15G</b>		<b>Studying the overall impact of the different economic industry sectors on the local economy, harbor’s water quality, management, and overall impacts on the Town’s environment.</b>		
Economic	15G	1	Establish a carrying capacity for tourism that includes the capacity of tourists and visitors an area can sustainably tolerate without damaging the environment or culture of the area.	Tourism Department	2-4 Years
Economic	<b>15H</b>		<b>Support the Stellwagen Bank National Marine Sanctuary Visitor Center as it contributes to other economic objectives, including attracting visitors to Provincetown.</b>		
Economic	15H	1	Provide financial support for constructing and maintaining the facility that will include a community meeting room available for Town sponsored events.	Tourism Department, Town Manager, Select Board, Town Meeting	3-5 Years
Economic	<b>16A</b>		<b>Form a working group with representation from the Town, Chamber of Commerce, and Provincetown Business Guild to develop a base outline and list of assumptions related to a potential conference center. Use this outline to conduct an economic and fiscal impact analysis to understand and promote the impact of this type of project on the regional economy and local budgets.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	16A	1	Conduct an economic and fiscal impact analysis to understand the feasibility and impact of a conference center on the local and regional economy.	Tourism Department, Business Guild, Chamber of Commerce	2-4 Years
Economic	<b>16B</b>		<b>Conduct a community visioning session to guide development of a conference center and other activities that aligns with the community's goals for sustainability and expanding economic opportunities.</b>		
Economic	16B	1	Schedule community visioning sessions, as appropriate and informed by economic and fiscal impact reports, to understand the activities that aligns with the community's goals for economic growth and sustainability.	Tourism Department, Business Guild, Chamber of Commerce	3-5 Years
Economic	<b>16C</b>		<b>Create an inventory of potential locations for the conference center and supporting amenities (lodging, restaurants, transportation, etc.). Identify the infrastructure and financing necessary to complete the desired development project.</b>		
Economic	16C	1	Identify potential conference center locations, as appropriately informed by community visioning sessions and the economic impact reports, as well as infrastructure needs.	Tourism Department, Community Development, Consultant	4-6 Years
Economic	<b>16D</b>		<b>Redevelop existing properties to be more modern and accommodate events. Initiate discussion with potential property owners to understand interest and plans.</b>		
Economic	16D	1	Perform community outreach to identify interested property owners.	Tourism Department, Community Development	4-6 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	16E		<b>Collaborate with the National Seashore to keep over sand access to beaches open earlier or later into the shoulder seasons.</b>		
Economic	16E	1	Demonstrate viability of keeping over sand route access to beaches open earlier or later while maintaining environmental protections and not increasing costs to the National Seashore.	Town Manger, Select Board, Town Meeting	2-4 Years
Economic	16F		<b>Broaden constituent events for interest groups such as: rowers, cyclists, skateboarders, body builders, boaters, bears, birders, swimmers, Cirque du Soleil, car shows, movie/television filming, and other future Provincetown visitors.</b>		
Economic	16F	1	Identify stakeholders and the resources necessary, including program attractions and amenities, to expand tourism offerings to new interest groups.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	2-4 Years
Economic	16G		<b>Ensure all shoulder and winter season activities do not conflict with the quiet, off-season environment that year-round residents love and cherish.</b>		
Economic	16G	1	Include full-time residents in collaboration meetings with businesses and organizations offering shoulder season programs.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	1-2 Years
Economic	17A		<b>Conduct planning for the “next-level” need of art and culture related entrepreneurs emerging from existing business development incubators such as The Commons and elsewhere in the community.</b>		



Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	17A	1	Schedule stakeholder visioning sessions to identify needs and coordinate goals; including The Commons, Provincetown Art Association and Museum, Fine Arts Work Center, and the various gallery owners.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	3-5 Years
Economic	<b>17B</b>		<b>Explore establishing an art-centric accelerator that is focused on attracting arts entrepreneurs to participate in a formal and intensive program that will support local artists, encourage more artists to join the community, build the local brand, and establish a more sustainable arts economy. Include both incubation and acceleration space as well as programming through coordination with The Commons and other organizations.</b>		
Economic	17B	1	Review successful art-centric accelerator models and identify/adapt model to Provincetown's needs.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	2-4 Years
Economic	17B	2	Identify appropriate stakeholders to host and lead the incubation and acceleration space as well as programming.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	3-5 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	17C		<b>Complete an art and design audit to inventory and define the creative economy in Provincetown in order to broaden the community's appeal. Use the findings of the inventory to start and continue conversation with artists and arts organizations around the needs of artists to maintain a sustainable arts economy and development of a suite of services. Consider opportunities for space, housing, equipment storage/rental, and micro-grants as supporting the underlying arts ecosystem that is enjoyed by so many different industries.</b>		
Economic	17C	1	Inventory and define the creative economy in Provincetown including identifying the needs of artists to maintain a sustainable arts economy.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce, Consultant	3-5 Years
Economic	17C	2	Conduct a stakeholder forum, using the findings of the creative economy inventory, to continue the conversation with artists and arts organizations about expanding the Provincetown art brand.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce, Consultant	4-5 Years
Economic	17 D		<b>Encourage "eco-tourism" by promoting the fragility of the Town's natural resources and attracting visitors that will love and respect the environment.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	17D	1	Conduct targeted attraction work in the appropriate demographics related to eco-tourism, including the broader resources within the Cape Cod Region.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce, Consultant	3-5 Years
Economic	<b>18A</b>		<b>Promote widespread involvement in Participatory Budgeting, allowing people to decide together how to spend public money.</b>		
Economic	18A	1	Develop advertising and outreach targeted toward individuals who are less likely to attend Select Board Meetings and Town Meeting	Select Board, Town Manager, Town Meeting	1-2 Years
Economic	<b>18B</b>		<b>Encourage community-centered, public-private partnerships.</b>		
Economic	18B	1	Identify stakeholders and the resources necessary to expand current public-private partnerships or create new partnerships to meet specific community needs.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	1-5 Years
Economic	<b>18C</b>		<b>Promote a community-driven development program with residents at the core of the process interacting with critical stakeholders, including government, businesses, financial institutions, and non-governmental sectors, working collectively to create better conditions for income generation and job creation.</b>		

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	18C	1	Review successful community-driven development program models and identify/adapt model to Provincetown's needs.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	2-4 Years
Economic	18C	2	Identify appropriate stakeholders to host and lead the collaborative work for creating better working conditions for income generation and job creation.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	3-5 Years
Economic	<b>19A</b>		<b>Assess economic development capacity to decouple economic growth from environmental degradation and polarizing income distribution.</b>		
Economic	19A	1	Advertise and promote a win-win economic development / environmental protection plan for the community.	Tourism Department, Business Guild, Visitor Services Board, Chamber of Commerce	3-5 Years
Economic	<b>19B</b>		<b>Assess the social, economic, and environmental impact on economic industries, especially large sectors like tourism, to increase transparency around findings.</b>		
Economic	19B	1	Conduct an social, economic, and environmental impact analysis on local industries, including tourism, and publish the findings.	Tourism Department, Business Guild, Chamber of Commerce, Consultant	2-4 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	19C		<b>Assess the scaling up of financing opportunities to create inclusive and sustainable economic growth.</b>		
Economic	19C	1	Encourage lending entities to offer financing for small and independent business owners.	Tourism Department, Business Guild, Chamber of Commerce, Consultant	1-5 Years
Economic	19D		<b>Encourage future economic growth sectors to provide evidence-based analysis to promote economic diversification, sustainable growth, and effective natural resource management.</b>		
Economic	19D	1	Conduct an economic diversification, sustainable growth, and effective natural resource management impact analysis on local industries, including tourism, and publish the findings.	Tourism Department, Business Guild, Chamber of Commerce, Consultant	3-5 Years
Economic	19E		<b>Promote barrier-reducing integrated planning for inclusive, equitable and sustainable growth that simultaneously advance multiple benefits across the three dimensions of sustainable development (social, environmental and economic).</b>		
Economic	19E	1	Advertise and promote brainstorming/outreach sessions for minority-owned businesses to provide input on economic planning	Tourism Department, Business Guild, Chamber of Commerce, Equity and Diversity Officer	1-3 Years

Targeted Action Plan and Schedule: Economic Development

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Economic	19F		<b>Promote fiscal policies consistent with inclusive, equitable and sustainable growth objectives; promoting domestic resource mobilization and the adoption of innovative financing mechanisms for environmental sustainability and clean energy.</b>		
Economic	19F	1	Publish information on regional, state, and federal small business grants, investment opportunities, and clean energy/sustainability investment opportunities.	Tourism Department, Business Guild, Chamber of Commerce, Equity and Diversity Officer	2-4 Years

Targeted Action Plan and Schedule: Public Health

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Health	<b>1A</b>		<b>Implement the sewer expansion plan to increase environmental and public health protection.</b>		
Health	1A	1	Set sewer expansion goal to increase system capacity in order to provide sewer to every property in Town and allow for future growth.	Water and Sewer Board, Board of Health, Select Board	1 Year
Health	1A	2	Identify funding sources for sewer capacity expansion and infrastructure upgrades.	Water and Sewer Board, Board of Health, Department of Public Works	1-2 Years
Health	1A	3	Prioritize discontinuing cesspools and septic systems most proximate to the harbor, wetland resource areas, and areas with high ground water.	Water and Sewer Board, Board of Health, Select Board	1 Year
Health	1A	4	Explore the viability of changing the enabling legislation for the municipal sewer in order to eliminate voluntary connection.	Select Board, Town Meeting	2-5 Years
Health	1A	5	Plan for relocating strategic sewer infrastructure currently located within the flood zone	Water and Sewer Board, Board of Health, Select Board	5-7 Years
Health	<b>1B</b>		<b>Manage potable and non-potable water usage to protect public drinking water quality and supply.</b>		
Health	1B	1	Set drinking water expansion goal to increase system capacity and allow for future growth.	Water and Sewer Board, Board of Health, Select Board	5-7 Years
Health	1B	2	Identify funding sources for water capacity expansion and infrastructure upgrades.	Department of Public Works	1-3 Years
Health	1B	3	Conserve ground water by setting potable water extraction reduction goals.	Water and Sewer Board	1-3 Years
Health	1B	4	Implement a distribution system water-loss management program.	Water and Sewer Board, Department of Public Works	1-2 Years

Targeted Action Plan and Schedule: Public Health

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Health	1B	5	Investigate the feasibility of a municipal grey water system.	Water and Sewer Board, Department of Public Works	3-5 Years
Health	1B	6	Plan for other opportunities to provide potable water, including desalinization and piping water from more remote well locations.	Water and Sewer Board, Department of Public Works	7 Years
Health	<b>2A</b>		<b>Regularly assess community public health needs and the capacity of existing human services agencies or private health care providers to meet those public health needs.</b>		
Health	2A	1	Create a community health assessment process that also identifies the most appropriate sources for specific health services.	Board of Health, Human Services	1-2 Years
Health	2A	2	Identify additional community health parameters (such as air quality, hunger, lead paint, chemical exposure, housing security, pest management for mosquitos, ticks and other disease vectors) that may be added to the public health assessment and service plan.	Board of Health, Human Services	3-5 Years
Health	2A	3	Revise/update public health policies to ensure they are consistent with the health assessment and service plan.	Board of Health, Human Services	5-7 Years
Health	<b>2B</b>		<b>Collaborate with community partners to better serve the health needs of all subpopulations living and working in Provincetown, including families with young people, immigrants, seasonal workers, LGBTQIA+, and seniors.</b>		
Health	2B	1	Establish a working group with representatives from non-profit service providers, Outer Cape Health Services, and the health department to coordinate services to different groups.	Board of Health, Community Development	1-2 Years
Health	2B	2	Create clear messaging and a communication nexus that connects those seeking health services with the appropriately qualified providers.	Board of Health, Community Development	2-3 Years



Targeted Action Plan and Schedule: Public Health

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Health	2B	3	Develop a reporting system where data on services being provided is tracked and reported back to the community.	Board of Health, Community Development	2-4 Years
Health	<b>2C</b>		<b>Provide and enhance substance use disorder education to improve the community's knowledge and increase the availability of evidence-based information on treating addiction and substance use disorder.</b>		
Health	2C	1	Propose using marijuana tax revenues to provide substance use disorder public health and human service needs.	Select Board, Town Meeting	2-3 Years
Health	2C	2	Include addiction and substance use disorder treatment as part of the coordinated health service plan and public health communication plan.	Board of Health, Community Development	1-2 Years
Health	<b>3A</b>		<b>Identifying methods to reduce the risk of public health hazards or reduce losses to hazards that occur.</b>		
Health	3A	1	Develop an emergency housing plan with Outer Cape communities and the Cape Cod Commission to address emergency housing needs in collaboration with regional partners.	Emergency Coordinator, Human Services	2-4 Years
Health	3A	2	Post completed public fire inspection reports, completed by the responsible entity, for residential and commercial properties to reduce the risk of overloaded/frayed extension cords, rusted fire panels, and other fire hazards.	Fire Chief	1-2 Years
Health	3A	3	Offer and communicate where health risk management services are offered or supported such as home risk of falling assessment, smoking cessation, Narcan application, and CPR training.	Board of Health, Human Services	1-2 Years
Health	3A	4	Advocate for universal healthcare to better serve the needs of visitors, workers, and other non-residents who come to Provincetown and may need to use the local health care services.	Select Board, Town Meeting	1-7 Years

Targeted Action Plan and Schedule: Public Health

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Health	<b>3B</b>		<b>Where possible, integrate public health mitigation strategies and response/recovery plans with public and private service entities.</b>		
Health	3B	1	Provide regular training for the emergency response/recovery team that includes private and not-for-profit service providers.	Emergency Coordinator, Board of Health	1-7 Years
Health	3B	2	Develop a clear messaging and communications plan for response/recovery that directs the public to the best providers for necessary services.	Board of Health, Community Development	2-3 Years
Health	<b>3C</b>		<b>Ensure public health preparedness plans outline planned operations, planning, logistics, and financing.</b>		
Health	3C	1	Revise/update public health preparedness plans to ensure they are consistent with the health policies and emergency response plan.	Emergency Coordinator, Board of Health, Community Development	5 Years
Health	<b>4A</b>		<b>Identify public health services being offered regionally, gaps in service offerings, in other areas of Massachusetts and/or states to develop a model for regionalization.</b>		
Health	4A	1	Research other applicable models that could be adapted to the Outer Cape in coordination with Barnstable County and the Cape Cod Commission.	Board of Health, Community Development	2-4 Years
Health	<b>4B</b>		<b>Collaborate with the Outer Cape municipalities and health care providers on the core public health functions that need to be provided per the Department of Public Health.</b>		
Health	4B	1	Seek to collaborate with Outer Cape Health Services to restore seven-day urgent care and dental care services.	Board of Health, Select Board, Town Meeting	1-5 Years
Health	4B	2	Collaborate with Outer Cape Health Services to provide health services that are identified as a priority for the region.	Board of Health, Select Board, Town Meeting	1-5 Years

Targeted Action Plan and Schedule: Public Health

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Health	4C		<b>Create public outreach that addresses finding public health services that are offered through the region, but not specifically locally, and the proximity of certain medical services.</b>		
Health	4C	1	Create a regional public health communication plan that can be adopted by each municipality that includes triage service to respond to inquiries about resources to address perceived threats to public health.	Board of Health, Community Development	1-3 Years
Health	4C	2	Provide additional information about transportation options, hours of operation, and availability of access for persons with disabilities or special needs.	Human Services, ADA Committee	1-2 Years
Health	4C	3	Integrate reporting on regional services being provided to each municipality to clearly communicate what services are being provided at which locations.	Board of Health, Human Services	2-4 Years
Health	4D		<b>Coordinate the regional public health service provider plan with public safety, fire, police and emergency response.</b>		
Health	4D	1	Provide public safety, fire, police, and emergency response entities throughout the region with a list of public health service providers by type of service, location, and hours.	Board of Health, Human Services	1-3 Years
Health	4D	2	Update the regional service plan routinely and offer regular training to public safety, fire, police, and emergency response workers.	Human Services, Emergency Coordinator	5 Years

Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	<b>1A</b>		<b>Maintain effective training and exercise plans.</b>		
Emergency	1A	1	Review and update training plans every three to five years or whenever there is a change in critical emergency response staff.	Emergency Coordinator	3-5 Years
Emergency	1A	2	Re-evaluate lines of authority and coordination for the management of emergency events and add additional events needed.	Emergency Coordinator	1-5 Years
Emergency	<b>1B</b>		<b>Perform mock disaster scenarios to test and improve the Law Enforcement/Fire/EMS Mobilization Plans.</b>		
Emergency	1B	1	Training exercises for planned or anticipated incidents such as a hurricane, a winter storm, extreme temperatures, major crowd events or VIP visits.	Emergency Coordinator	3-5 Years
Emergency	1B	2	Immediate response incident training for major traffic accident, airplane crash, tornado, fire, hazmat incident, active shooter, major crime.	Emergency Coordinator	3-5 Years
Emergency	1B	3	Review training outcomes with staff to identify areas of improvement and assess response based on Massachusetts Emergency Management Agency standards.	Emergency Coordinator	3-5 Years
Emergency	<b>1C</b>		<b>Maintain and update the Community-to-Community Mobilization Plan (mutual aid), and Community-to-State Mobilization Plan (mutual aid).</b>		
Emergency	1C	1	Evaluate the emergency management organization to ensure it is structured in accordance with current National Incident Management (NIMS) and the Incident Command System (ICS).	Emergency Coordinator	1 Year
Emergency	1C	2	Review standard operating procedures and emergency operations center support plan with those of the neighboring communities and the Commonwealth and revise as needed	Emergency Coordinator	3-5 Years
Emergency	<b>2A</b>		<b>Implement the 2021 Hazard Mitigation Plan and update the plan in 2025.</b>		

Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	2A	1	Work with responsible town staff, board liaisons, and committees to track the completion of the 2021 Hazard Mitigation Plan goals and objectives	Emergency Coordinator, Conservation Agent	
Emergency	2A	2	Update the Hazard Mitigation Plan as required by the Commonwealth	Emergency Coordinator, Conservation Agent	3 Years
Emergency	2B		<b>Include expanded planning for radiological release (from the decommissioned Pilgrim Nuclear Power Plant), infectious disease (including disease carrying animals and insects), animal attacks (including shark and coyote attacks), acts of terrorism/mass causality (domestic and foreign), and cyberattacks.</b>		
Emergency	2B	1	Provide all hazards training to first responders and responsible emergency operations coordinators	Emergency Coordinator	1-3 Years
Emergency	2B	2	Develop and update the emergency communications plan, including internal and public messaging, alert notifications, and the emergency warning system; including communications in the event of no power and no internet	Emergency Coordinator, Town Manager	1-3 Years
Emergency	2C		<b>Explore other models for minimizing the risk and reusing the materials from the decommissioned Pilgrim Nuclear Power Station and advocate for changing the laws and rules around nuclear waste.</b>		
Emergency	2C	1	Petition state and federal representatives to pursue appropriate legislation to remove, recycle, or otherwise safely eliminate spent nuclear fuel and curtail the creation of new nuclear power plants until an environmental health and safety plan is implemented.	Select Board, Town Meeting	1-5 Years

Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	3A		<b>Through programs, planning, and monitoring (testing and maintenance), continue identifying methods to reduce the risk of hazards or reduce losses to hazards that occur.</b>		
Emergency	3A	1	Develop and update the emergency preparedness plan to include prevention and mitigation measures designed to prevent or limit bodily injury, loss of life or property damage from disasters and emergencies.	Emergency Coordinator	1-3 Years
Emergency	3A	2	Develop preparedness milestones for organizing, training equipping, exercising, evaluating and implementing corrective actions for the emergency management program and organization.	Emergency Coordinator	1-3 Years
Emergency	3B		<b>Where possible, integrate mitigation strategies and response/recovery plans with public and private service entities.</b>		
Emergency	3B	1	Develop and update pre-emergency mitigation activities designed to prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies.	Emergency Coordinator	1-2 Years
Emergency	3B	2	Include service providers (utilities, communication, healthcare) in post-emergency mitigation planning designed to eliminate or reduce the impact of the hazards realized during the emergency.	Emergency Coordinator	1-2 Years
Emergency	3C		<b>Ensure preparedness plans outline planned operations, planning, logistics, and financing.</b>		
Emergency	3C	1	Integrate resource and logistical coordination in the standard operating procedures and emergency operations center support plan.	Emergency Coordinator	1-3 Years
Emergency	3C	2	Budget for maintaining, repairing, and replacing emergency response supplies and costs associated with recovery activities.	Emergency Coordinator, Town Manager	1-3 Years

Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	4A		<b>Maintain or broaden training and exercise plans/testing for the Volunteer Emergency Team that includes training emergency community coordinators with cultural specificity and for assisting identified vulnerable populations.</b>		
Emergency	4A	1	Assign area commanders to provide administrative support and tailored training to the separate volunteer teams and any volunteer incident commanders.	Emergency Coordinator	1-2 Years
Emergency	4A	2	Establish and maintain lists of succession for key personnel and liaisons for communicating with targeted populations, including minorities, seniors, disabled, people for whom English is a second language, etc.	Emergency Coordinator	1-2 Years
Emergency	4B		<b>Develop plans for evacuation routes, including air, water, and alternatives to driving.</b>		
Emergency	4B	1	Identify Evacuation Assembly Points and the transportation assets necessary for those who do not own private vehicles in the event that an evacuation is mandated.	Emergency Coordinator	1-2 Years
Emergency	4B	2	Identify shelters for evacuees located outside of the Community, depending upon the hazard and other circumstances related to the evacuation.	Emergency Coordinator	1-2 Years
Emergency	4C		<b>Develop rescue plans for all types of emergencies and hazard reduction plans to prevent further calamity.</b>		
Emergency	4C	1	Include rescue operations in the emergency support functions for each emergency/disaster response scenario.	Emergency Coordinator	1-2 Years
Emergency	4C	2	Identify geographic areas of Town where emergency rescue is most frequent or most likely and apply hazard reduction principles to mitigate the need for future rescue operations.	Emergency Coordinator	1-2 Years

Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	4D		<b>Create and test (if necessary) utility emergency operations plan including ensuring electric security and reliability.</b>		
Emergency	4D	1	Coordinate with Eversource to implement the backup battery plan for outer cape electricity outages.	Emergency Coordinator	2-3 Years
Emergency	4D	2	Review and update the water, sewer, and solid waste emergency operations plans with DPW.	Emergency Coordinator, DPW Director	2-3 Years
Emergency	4E		<b>Review continuity of operations/continuity of government plan that demonstrates a transparent chain of command/organizational chart, specific to each emergency.</b>		
Emergency	4E	1	Hold an annual meeting of all emergency community coordinators to recommend updates to the plan.	Emergency Coordinator	1-5 Years
Emergency	4E	2	Publish the plan annually, including highlighting any updates, and broadcast this to the public using different forms of media.	Emergency Coordinator	1-5 Years
Emergency	4F		<b>Review local, regional, and state emergency networks.</b>		
Emergency	4F	1	Collaborate with Barnstable County and the Cape Cod Commission to coordinate emergency response and recovery planning with the other Cape municipalities.	Emergency Coordinator	1-5 Years
Emergency	4F	2	Develop a directory of regional resources that become available under different emergency scenarios and identify how/when individuals should be accessing these facilities or services.	Emergency Coordinator	1-5 Years
Emergency	5A		<b>Include recovery goals into emergency planning, outlining logistics of recovery including, transition to recovery, damage assessment, joint field office (as needed), individual assistance, public assistance, mutual aid, and long-term recovery.</b>		



Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	5A	1	Engage the emergency community coordinators and emergency response volunteers to set achievable goals with supporting action items.	Emergency Coordinator	1-5 Years
Emergency	5A	2	Publish the recovery goals annually, including highlighting any updates, and broadcast this to the public using different forms of media.	Emergency Coordinator	1-5 Years
Emergency	5B		<b>Coordinate resources for the short and long-term recovery while incorporating the needs of the most vulnerable populations and entities in the community, including food, shelter, and public and mental health needs.</b>		
Emergency	5B	1	Evaluate needs for the most vulnerable populations in the event an individual loses their income, home, healthcare, and/or transportation during different emergency scenarios.	Emergency Coordinator	1-2 Years
Emergency	5B	2	Evaluate needs for small businesses and self-employed workers impacted by short and long-term recovery scenarios.	Emergency Coordinator	1-2 Years
Emergency	5B	3	Identify providers of mental health care, public health services, and other human services to be included in the recovery plan.	Emergency Coordinator	1 Year
Emergency	5B	4	Set target goals to accumulate and maintain sufficient public funds that can be accessed to fund recovery programs after an emergency.	Emergency Coordinator	3-5 Years
Emergency	5C		<b>Focus recovery plans around vulnerable populations and creating equitable access to resources and services are provided to community members regardless of income, availability of insurance, or immigration status.</b>		
Emergency	5C	1	Identify recovery service and resource gaps for low- and fixed-income, uninsured, and undocumented immigrants during short and long-term recovery scenarios.	Emergency Coordinator	1-3 Years

Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	5C	2	Include closing service gaps and providing resources for vulnerable populations in recovery implementation plan.	Emergency Coordinator	2-4 Years
Emergency	<b>5D</b>		<b>Recognize and invest in the caring-giving economy</b>		
Emergency	5D	1	Publicize the entities providing public services for health education, childcare, early childhood education, disability and long-term care, as well as elder care.	Emergency Coordinator	1 Year
Emergency	5D	2	Encourage employers to provide flexibility to employees who are also providing care for family and community members.	Select Board, Town Meeting	1-5 Years
Emergency	<b>5E</b>		<b>Devote resources to remote education and lifelong learning as part of a comprehensive recovery plan.</b>		
Emergency	5E	1	Provide recovery training to emergency response volunteers and responsible emergency operations coordinators	Emergency Coordinator	1-3 Years
Emergency	5E	2	Identify and publicize education and professional training opportunities offered locally and regionally, as well as contact information for individuals who can assist with any application process	Emergency Coordinator	2-5 Years
Emergency	<b>6A</b>		<b>Secure funding for pandemic public health planning</b>		
Emergency	6A	1	Apply for federal, state, and regional grants that support coordinated public health planning and pandemic prevention	Emergency Coordinator	1-3 Years
Emergency	<b>6B</b>		<b>Increase education for preventing the spread of communicable diseases.</b>		
Emergency	6B	1	Use the Covid19 experience of 2020-2022 as a possible template for a communicable disease plan	Emergency Coordinator	1-2 Years
Emergency	6B	2	Encourage adding communicable disease prevention and training to school curricula	Emergency Coordinator	3-5 Years

Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	7A		<b>Create a multimedia communication system that can be effectively implemented to disseminate critical information to the greatest number of people possible, including those who do not use social media. Examples include: 311 Emergency hotline, neighborhood word of mouth, us postal service notices, tax and water bill notifications.</b>		
Emergency	7A	1	Publicize the types of communication that are most likely to be used for the corresponding types of emergency events	Emergency Coordinator, Town Manager	1-2 Years
Emergency	7A	2	Provide a scheduled updates in the emergency planning messaging, giving recipients an expected timeframe for when they will next be updated	Emergency Coordinator, Town Manager	1-2 Years
Emergency	7B		<b>Information management to preserve communications as factual, clear, and essential.</b>		
Emergency	7B	1	Create template messages for each emergency scenario	Emergency Coordinator, Town Manager	1-3 Years
Emergency	7B	2	Use standard messaging from federal and state agencies for regional disasters and/or local emergencies as applicable	Emergency Coordinator, Town Manager	1-3 Years
Emergency	7C		<b>Create systems of communication that are or can be made accessible to minority, underserved, and disenfranchised community members (i.e. those lacking English language, television, radio, cellular phone or internet service).</b>		
Emergency	7C	1	Develop neighborhood information dissemination plans that encourage word of mouth to get messages out effectively	Emergency Coordinator	1-2 Years
Emergency	7C	2	Translate emergency messaging into additional languages that are most used in Town	Emergency Coordinator	1-2 Years

Targeted Action Plan and Schedule: Emergency Preparedness

Section	Strategy	Actions	Description	Responsible Entity	Timeframe / Priority
Emergency	7D		<b>Maintain and enable two-way communications systems that provide pre-impact, initial actions, continuing actions, and demobilization information.</b>		
Emergency	7D	1	Create an internal communication plan for area commanders, incident responders, recovery coordinators, and emergency response volunteers	Emergency Coordinator	1-2 Years
Emergency	7D	2	Include two-way regional and state response reporting coordination in the internal communication plan	Emergency Coordinator	1-2 Years
Emergency	7E		<b>Provide site-specific information within Provincetown that is also connected to regional and state information.</b>		
Emergency	7E	1	Include physical addresses, local names, and best routes to assist folks navigating away from emergencies and to help responders get to emergencies	Emergency Coordinator	1-2 Years
Emergency	7F		<b>Create leadership cooperation between the emergency communication team and communication representative in charge of specific emergency types.</b>		
Emergency	7F	1	Train the area commanders providing administrative support and volunteer incident commanders on timing and frequency of status reporting to the emergency communication team	Emergency Coordinator	1-2 Years