



Provincetown Strategic Plan and Town Wide Goals

2019-2024

Final

Summary

The Provincetown Strategic Plan and Town Wide Goals provide a vision for the future that will enhance the quality of life for all residents, business owners and visitors of Provincetown.

Achieving the goals in this plan will maintain and improve the quality of the existing community, provide opportunities for affordable housing, relieve burdens on infrastructure systems, and protect our natural environment. The goals, objectives and operational plan will also help shape specific decisions made in the coming years about programs, facilities, and finances.

The Strategic Plan and Town Wide Goals are created through the work of the Select Board and Town staff in order to identify priorities. The priorities are then broken down into categories of Goals and Objectives. The Operational Plan, (also called strategies), is then laid out to accomplish each goal. The strategies are then broken into one year; one to three years and three to five years for implementation.

The Strategic Plan and Town Wide Goals are revisited at the end of each Fiscal Year. The goals are reviewed and a new set of updated goals are created. A public hearing is then held in June, the start of the new fiscal year.

The Provincetown Select Board is the primary policy-making, planning, and goal-setting agency of the Town of Provincetown and has approved the following Strategic Plan and Town Wide Goals for fiscal years 2019-2024. The Town Manager administers the day-to-day business and carries out initiatives of the Town in accordance with said goals, policies, and plans. The Select Board may refer matters or issues to the Town Manager for advice or recommendations.

Goals and Objectives

Town Wide Goals:

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

Goal 1 - Economic Development

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

Objectives:

- Support and increase the year round population
- Promote policies that encourage the development of year round business, entrepreneurial opportunities and jobs while maintaining community character
- Foster and sustain programs that create economic opportunities, while maintaining Historic and Town character
- Support efforts to improve residential quality of life
- Support efforts to improve the tourism economy to enhance the visitor experience
- Improve Broad Band accessibility and form a Town Manager Broad Band Advisory Group

Goal 2 – Housing

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

Objectives:

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

Goal 3 – Built and Natural Environment

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

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

Objectives:

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

Goal 4 - Community Engagement and Communications

Civic Engagement - Civic engagement can take many forms—from individual volunteerism, community engagement efforts, organizational involvement and government work such as electoral participation. These engagements may include directly addressing a problem through personal work, community based, or work through the institutions of representative democracy.

Objectives:

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

Goal 5 - Emergency Planning and Management

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

Objectives:

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

Goal 6 – Government, Operations and Finance

Government – *A government is the system or group of people governing an organized community. In the case of its broad associative definition, government normally consists of legislature, executive, and judiciary. Government is a means by which public policies are developed, as well as a mechanism for enforcing the public policies. Every local government has a charter, a statement of its governing principles and operations.*

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

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

Objectives:

Government and Operations

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

Finance

- Enforce strong financial policies and internal controls to improve transparency and to continue Provincetown on a secure and stable financial path
- Pursue initiatives that properly allocate revenues and expenses to support and increase the year-round population
- Provide budgetary and financial information that reflect the financial activity of each department including promoting the use of "Open Gov" as a tool for Financial Transparency
- Provide a full revenue and expenditure summary for each department within the operating budget

(Continued)

Operational Plan

Strategies

1 – Economic Development

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

2 – Housing

- A. Develop protocols to encourage staff, businesses, and the community at large to consider the impact on housing when making development decisions
- B. Support efforts of the Year Round Residential Housing Trust (YRRHT) to successfully close and bring Harbor Hill on line
- C. Adopt and implement a development strategy for the VFW site
- D. Review and analyze the potential of Town owned properties for housing; develop a plan for addressing our needs and facilities for documents and storage
- E. Review YRRHT legislation for possible improvements, Board composition, expansion of authority for for-sale products (rent to own project)
- F. Continue joint Truro/ Provincetown efforts to create housing at the North Truro Air Force
- G. Develop guidelines and investigate opportunities for seasonal worker housing and incorporate into the Housing Playbook
- H. Develop and issue Housing Playbook, 3rd edition and Housing Plan
- I. Support efforts (including Maushope) of the Housing Authority’s expansion efforts
- J. Investigate opportunities under the Town’s recent designation of the “O-Zone” program

- K. Engage with Private Sector/Business Community to Explore Potential for Financial and Strategic Support; possibly hold a Roundtable or Community Forum. Also include reviewing Historic District Regulations.
- L. Review the Tax Incentive Program
- M. Evaluate the possibility of increasing flexibility of the Trust
- N. Review the year-round incentive programs
- O. Develop process to receive regular reporting on existing service utilization

3 – Built and Natural Environment

- A. Continue reviewing existing land use regulations to ensure they align with current practice, alleviate conflicts, improve clarity and overall align with these goals and adopted plans
- B. Adopt Local Comprehensive Plan at April 2019 Town Meeting after a robust public process
- C. Implement the Hazard Mitigation Plan. Seek grants to increase our resilience to the impacts of climate change.
- D. Continue to support local aqua-culture efforts including improvement to shell fish nursery program
- E. Determine preferred option for implementing the Cape Rail Trail through Town
- F. Implement, as appropriate, the Outer Cape Bicycle & Pedestrian Master Plan
- G. Develop a facilities plan for current and future use of Town owned properties and buildings including current document and storage options
- H. Adopt a Complete Street Policy
- I. Implement the Shade Tree Bylaw
- J. Implement appropriate traffic and circulation changes as recommended by the 2015 Parking/Pedestrian Study
- K. Support efforts to implement Harbor Walk along Provincetown Marina Pier
- L. Investigate opportunities for installing public restrooms in the East End
- M. Continue to target a 10% unaccounted measurement for water (DEP threshold)
- N. Work with all Town bodies to support efforts to prepare public spaces, including the Bas Relief and First Pilgrim Park, for the 400th Anniversary of the Pilgrim Landing
- O. Continue to seek and implement solutions to the Ryder Street outfall pipe
- P. Implement CIP, including Province Road roadwork, Police Station design and construction, Shank Painter road work design efforts, parking, and Commercial Street reconstruction
- Q. Work with the Open Space Committee to identify potential properties for purchase and protection
- R. Work with the Conservation Commission through the adoption of the Open Space and Recreation Plan to promote awareness and appropriate recreational use of the Town owned and Conservation Trust- owned conservation areas
- S. Seek grant funding to improve the Town's energy efficiency
- T. Continue to achieve 100% sustainable energy sourcing; Identify and prioritize Bylaws and policies impacting climate change
- U. Implement the solar planning project at the VMCC and water treatment plant
- V. Support the Development of the Stellwagon Bank Visitor's Center
- W. Implement the recently adopted Harbor Plan

4 – Community Engagement and Communications

- A. Share vision and solicit input at every opportunity
- B. Foster collaboration between Boards with overlapping jurisdictions so that they can communicate and effectively communicate with applicants and clarify the process.
- C. Continue a robust community engagement process in advance of the Town Meeting including but not limited to: Town Forum; Town Times; Town Talk – Facebook, radio and PTV programs
- D. Prepare and publish quarterly progress reports on Town projects
- E. Prepare and publish semi-annual reporting (Fall and Spring) on the Strategic Plan
- F. Hold bi-annual moderated public forums as an opportunity for the community to express concerns and endorsements of current events
- G. Update and improve the functionality of the Town Website

5 – Emergency Planning and Management

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

6 - Government, Operations and Finance

Government & Operations

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

Finance

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