

FY2022 Provincetown Town-Wide Goals

- 1. Housing:** *Support and incentivize the development of decent, safe year-round housing for low and middle-income households, and support the development of housing for seasonal and year-round worker housing. Pursue housing policies and programs that support job creation and the year-round economy.*

Objectives:

- Support community and affordable housing development at 3 Jerome Smith Road (former VFW site).
 - Support the Housing Authority's expansion efforts at Maushope and encourage higher number of new units in project.
 - Address housing insecurity in Provincetown
 - Create a Buy Down Program for those seeking to purchase market rate condos to make the unit affordable.
 - Renew the down payment assistance program with a higher qualifying amount.
 - Purchase deed restrictions using CPA funds to secure multi-family units as rentals.
 - Improve public awareness of Town programs which support housing security for existing residents.
 - Support the proposed Barracks project and other workforce housing proposals.
 - Capture new short-term rental revenue collected in FY21 and FY22 for housing by transferring funds into a newly created Housing Stabilization Fund/Housing Crisis Fund.
 - Consider increasing the percentage of the year-round residential tax exemption
 - Revisit inclusionary and incentive bylaw updates to increase affordable housing.
 - Work alongside business community to assess seasonal housing needs and collaborate on solutions for Summer 2022 and beyond.
 - Take an inventory of all Town-owned properties and public facilities to assess the possibility of developing housing on vacant land or converting existing spaces into seasonal and year-round community housing.
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- 2. Town Finances:** *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:

- a. Enforce strong financial policies and internal controls to improve transparency and to continue Provincetown on a secure and stable financial path.
- b. Address findings in annual financial audit and review and consider implementing the recommendations issued by the Department of Revenue's Financial Management Review.
- c. Create and implement a long-term plan for revenue from short-term rental taxes to go towards housing and prepare an article for the Spring 2022 Town Meeting, with the understanding that we will still capture revenue for housing in the interim.
- d. Pursue initiatives that properly allocate revenues and expenses to support and increase the year-round population.
- e. 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 and develop or refine performance measures for each department.
- f. Revise financial policies to add climate change language and revise charter references.
- g. Complete IT policies that include cybersecurity and disaster planning.
- h. Continue supporting the Wee Care and Infant Care programs

3. Sewer: *Complete ongoing sewer expansion projects and start planning for a town-wide sewer system.*

Objectives:

- a. Complete Phase 5 sewer expansion making 155,000 gallons of Title 5 gallons available for public use and decide how to allocate them.
- b. Support planning efforts to build out a town-wide sewer system without growth limitations, allowing the creation of infill housing and development.

4. Public Facilities: *Ensure that our public facilities and Town-owned properties are well maintained, and that we fully understand the spatial and building needs of various departments.*

Objectives:

- a. Support Town staff and the Building Committee throughout the planning, development, and financing of a new police station
- b. Receive the findings of the Fire Department Needs Assessment and consider advancing the recommendations brought forward by Town staff
- c. Discuss and review preliminary schematic drawings for a new Public Works facility and consider advancing design and construction.
- d. Execute painting contract for exterior improvements to the Public Library.
- e. Address appearance of Tourism Office

- f. Explore opportunities for regionalization before investing in Town facilities and infrastructure

5. Diversity, equity, and inclusion: *Work together to make sure that the Town supports and promotes diversity, reaffirms its commitment to equity in its policy decisions, and works to make Town government and the Town of Provincetown more inclusive.*

Objectives:

- a. Hire a consultant to conduct an equity audit to collect data, and help inform the creation of the job description and scope of work.
- b. Ensure that residents and organizers of the DEI citizen petition are involved in the equity audit, and partner with the Town on the creation of the office.
- c. Support the Town staff in the creation of a Town Office of Diversity, Equity, and Inclusion (DEI).

6. Planning: *Complete and make progress on a number of key plans and documents to guide our work and processes in the years to come.*

Objectives:

- a. Complete the Comprehensive Emergency Management Plan.
- b. Complete Local Comprehensive Plan and Create Resiliency Implementation Plan.
- c. Continue to evaluate zoning and other regulations to ensure that they are consistent with our goals and contribute and incentivize our success.
- d. Complete the development of the East End Waterfront Park Master Plan.

7. Community Engagement & Town Communications: *Promote and encourage public participation and community engagement opportunities*

Objectives:

- a. Increase volunteer participation on Town boards and committees and in public life and encourage new community members to apply to join local boards.
- b. Financially support efforts of Town staff to revamp the Town website and ensure user input is embedded in the process.
- c. Partner with the Town Manager to improve communications efforts out of Town Hall as they consider options such as a communications director or consultant, and/or communications software to improve community engagement.
- d. Coordinate communication efforts across Town Departments to ensure continuity on social media, in press releases and in other communications.

- e. Conduct an audit of Town boards and committees and identify opportunities for consolidation

8. Year-round economy: *Support efforts to increase the year-round population, support a year-round economy, and explore ways to diversify the Town's economic drivers.*

Objectives:

- a. Broadband: Assess the current infrastructure available to Provincetown residents and businesses and explore the feasibility of investing in broadband throughout Town, engage with OpenCape and invite them to begin discussions.
- b. Market Provincetown to corporations and other organizations as an off-season destination for conferences and retreats.
- c. Ensure that housing strategies and planning include efforts to support year-round workers.
- d. Support the blue economy and the creative economy as a way to sustain and create new jobs year-round.

9. Climate Resiliency: *Ensure the Town is in a position to anticipate, plan for, mitigate, and adapt to the effects of a changing climate and sea level rise.*

Objectives:

- a. Complete permitting and construct the Ryder Street Beach Dune Enhancement Project.
- b. Identify and prioritize flood risk adaptive measures based on the 2016 Infrastructure Vulnerability Assessment and the Center for Coastal Studies' Storm Tide Inundation Pathways Study.
- c. Develop a comprehensive shoreline management and beach nourishment plan, and in coordination with other Outer Cape communities, where appropriate.
- d. Identify and prioritize mitigation measures to maintain, upgrade, harden, and reinforce existing utilities from the effects of sea level rise and climate change.
- e. Explore developing criteria for waterfront development, taking into consideration the historic nature of properties
- f. Consider the Municipal Vulnerability Program assessment and recommendations.
- g. Review Tufts University report and consider advancing its findings, "Coastal Resiliency: Climate Adaptation Planning for Provincetown's Historic District."