

FY2023 Town Wide Goals

Adopted on September 12, 2022. 4-0-0 Abramson, Golden, Sandberg and Venden.

1. Government Operations

Means by which public policies are developed, as well as mechanisms for enforcing said policies. Operations relating to the running of the organization.

Objectives:

- a. Develop/Support plans to increase seasonal staffing for 3rd barrel pick up, rest room attendees, parking attendance, building/ground maintenance and community policing officers.
- b. Develop/support Town Meeting Articles to fund EMS and Fire Department staffing needs for FY24 and beyond.
- c. Improve communication and predictability with applicants seeking approvals and, including distributing checklists and exploring other ways to improve the process and accelerate the pace of decisions for applicants.
- d. Discuss and plan for future operations and governance of the Provincetown Public Pier Corporation and review the enabling legislation Chapter 13 of the Acts of 2000.
- e. Discuss and review the Year-Round Market Rate Rental Housing Trust legislation

2. Housing:

Support and incentivize the development of year-round housing for low and middle-income households and support the development of housing for seasonal and year-round workers. Pursue housing policies, by-law revisions and programs that support housing development and the year-round economy.

Objectives:

- a. Develop and Support a Housing Production Plan to determine what the Town wants/needs and will be produced in Housing. (Evaluate what we have, what we will need and what we should build for the different residents in the community)
 - 1) Year-round residents who work year-round
 - 2) Year-round residents who work seasonally
 - 3) Seasonal residents who work seasonally
- b. Develop a policy that addresses the Town's role as it relates to seasonal worker housing. Work alongside the business community to assess seasonal housing needs and collaborate on solutions for Summer 2023 and beyond. Include in the data which businesses already have housing for their seasonal workers.
- c. Continue Support for community and affordable housing development at 3 Jerome Smith Road (former VFW site) including gaining approval of additional Town Funding
- d. Continue Support for the proposed Barracks project so that it moves forward
- e. Continue to follow up on the Evaluation of housing sites approved at ATM, decide on timing and viability, and propose moving forward on the most promising at ATM.
- f. Support the Housing Authority's expansion efforts at Maushope and encourage higher number of new units in project.
- g. Propose and prepare actions on Housing Insecurity, and consider:
 - 1) Expanding a Buy Down Program for those seeking to purchase affordable and market rate condos to make them affordable.
 - 2) Renewing the down payment assistance program with a higher qualifying amount.
 - 3) Creating a Rental Assistance Program
 - 4) Purchasing deed restrictions using CPA funds to secure multi-family units as rentals.
 - 5) Improving public awareness of Town programs which support housing security for existing residents.
- h. Revisit inclusionary and incentive bylaw updates to increase affordable housing.
- i. Execute P&S for 288A Bradford Street and Issue RFP
- j. Create and Support Town Meeting Zoning Articles that support Year-Round housing creation.
- k. Identify new sites for housing
- l. Two housing workshops per year

3. Public Ways and Parking:

Roadway safety and parking improvements.

- a. Review of Encroachment in the Public Way Bylaws and enforcement
- b. Discuss Public Safety improvements on Province Lands Road between Commercial St and Bradford Street Ext.
- c. Installation of more public vehicle charging stations.

4. 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. Provide resources and guidance to maintain 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 develop a plan for implementing more of the recommendations issued by the Department of Revenue's Financial Management Review and create a timeline.
- c. Assist Town Manger and Finance Director in evaluating timing and financing or funding options for Capital Investment Proposals to improve and expand Fire Department facilities, Sewer Expansion and new DPW Facility.

5. Sewer:

Complete ongoing sewer expansion projects and start planning for a town-wide sewer system.

Objectives:

- a. Submit applications to the USDA for the Treatment and Disposal and Jerome Smith pump station by September 1, 2022
- b. Submit application to the Existing collection system stubs & short extensions by September 1, 2022.
- c. Support Communication Plan for Public/Community outreach.
- d. Complete Phase 5 of the sewer expansion project and develop an allocation plan for public use.
- e. Create/Support Town Meeting articles for sewer expansion for policy changes and funding.
- f. Support and ensure completion of AECOM contracting the amount of \$500,000 for engineering services as follows:
 - 1) Preliminary Design needed to submit the DEP Groundwater Discharge Permit Application
 - 2) Preliminary Design & Costs for the applications to USDA and SRF
 - 3) Support completion of Contract with Environmental Partners Group LLC in the amount of \$89,700 to conduct an environmental assessment of the Closed Burn Dump and provide compliance assistance with the Massachusetts Contingency Plan
 - 4) Innovatory to identify financial hardships; create plan for funding

6. 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. Continue support for staff and the Building Committee in the construction of new police station

- b. Review the findings of the Fire Department Needs Assessment and advance 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. Evaluate needs analysis for Town offices, Wee Care and Early childhood programs (Town Hall, VMCC, Tourism Office, etc.)
- e. Explore opportunities for regionalization when considering investing in Town facilities and infrastructure
- f. Identify permanent location for pickleball and implantation of rotating time and location at town owned facilities.
- g. Conduct assessment survey to determine needs for Broadband
- h. Connect Airport to Broadband

7. 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. Provide guidance for new DEI director based on data showing needs and possible actions to improve Equity and Inclusion
- b. Ensure DEI findings are communicated and considered in Departments policies and procedures.
- c. Conduct Equity audit of Town Board and Town policies and procedures.

8. Planning:

Complete and make progress on 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 gain approval at the Fall Special Town Meeting
- c. Create Resiliency Implementation Plan (Municipal Vulnerability Plan) and gain approval at the Annual Town Meeting.
- d. Continue to evaluate zoning and other regulations to ensure that they are consistent with our goals and contribute and incentivize our success.
- e. Complete the development of the East End Waterfront Park Master Plan.

9. 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. Town Manager works with Assistant Town Manager to create at Town Wide Communication Plan that includes internal and external communications, such as daily operations, community engagement, constituent services, social media, media relations, and crisis communication for public health crises, public safety crises, natural disasters, and severe storms.
- d. Improve IT functions including public access to Town public meetings. All boards and committees will utilize the same platform and have a uniformed recording of meeting as well as standardize agenda, packets materials

available on the Town website at least 24 hours prior to meeting and removal of the language “any items not anticipated by the Chair within 24 hours of the meeting” for purposes of transparency.

10. Climate Resiliency:

Ensure the Town can anticipate, plan for, mitigate, and adapt to the effects of a changing climate and sea level rise.

Objectives:

- a. Develop and Support Town Meeting articles to move forward the Ryder Street Beach Dune Enhancement Project, Coast Guard Outfall, Pearl Street and Ryder St & Gosnold Outfalls.
- b. Develop a comprehensive shoreline management and beach nourishment plan, and in coordination with other Outer Cape communities, where appropriate.
- c. Explore developing criteria for waterfront development, taking into consideration the historic nature of properties
- d. Continue exploring regional collaborative opportunities.
- e. Hold semi-annual climate change workshops hosted by the Select Board and Town Manager in partnership with the Coastal Resilience Advisory Committee.

11. Support Public Health and Mental Health Programing

Ensure the Town can support residents and visitors through public health initiatives and mental health programs.

Objectives:

- a. Conduct needs assessment for public and mental health programming
- b. Explore public and private partnerships
- c. Develop a plan and recommendations for funding options