

## BOARD OF SELECTMEN

Minutes of the Meeting of May 11, 2016. The meeting took place in the Public Safety Facility Community Room, 4 Fairgrounds Road, Nantucket, MA 02554. Members of the Board present were Rick Atherton, Matt Fee, Dawn E. Hill Holdgate and James R. Kelly. Robert DeCosta was absent.

### I. CALL TO ORDER

Chairman Kelly called the meeting to order at 6:00 PM.

### II. BOARD ACCEPTANCE OF AGENDA

The agenda was unanimously accepted as presented.

### III. ANNOUNCEMENTS

1. Town Manager C. Elizabeth Gibson announced that the Board of Selectmen meeting is being video/audio recorded in accordance with the Open Meeting Law.
2. Chairman Kelly read a proclamation for Peace Officers' Memorial Day, May 15, 2016 and National Police Week, May 15 – 21, 2016.

At 6:03 PM Mr. DeCosta joined the meeting.

Mr. Atherton moved to approve the proclamation by acclamation.

### IV. APPROVAL OF MINUTES AND PENDING CONTRACTS

1. Approval of Minutes of February 17, 2016 at 6:00PM. Mr. DeCosta noted one correction to the draft minutes. The minutes of February 17, 2016 at 6:00 PM were approved, as amended, by the unanimous consent of the Board.

2. Approval of Pending Contracts for May 11, 2016 – as Set Forth on the Spreadsheet Identified as Exhibit 1, Which Exhibit is Incorporated Herein by Reference. Ms. Gibson reviewed the pending contract and answered questions from Board members. The pending contracts for May 11, 2016 were approved by the unanimous consent of the Board.

### V. WORKSHOP ITEMS

1. Board of Selectman Strategic Planning. Chairman Kelly stated that he hoped to accomplish two things during the evening, the first being to define the scope of the strategic plan the Board is looking for, and the second is to agree on a process. He said to him, a strategic plan is an "ideal state" to aspire to as a community; he asked Board members to voice what strategic planning means them. Mr. Fee said he feels that it has to be simple and some examples such as Wellesley's are "too much". Ms. Hill Holdgate said for her it is a framework for moving forward and keeping long-term visions for Town in mind. Mr. Atherton said language is important when thinking about strategic planning vs. goals and objectives, noting a strategic planning takes a broader vision of the community than this or other boards have done. He added that the Town already has a Master Plan and a strategic plan needs "buy in" from the community. Mr. Atherton questioned how much time the Town Manager has to devote to this, as well as what the Board expects to get out of it. Mr. DeCosta said he is not a "big lover" of a strategic plan. He said when he first came on the Board there were lots of goals and he tried to pare them down to two or three items. Mr. DeCosta said there are two types of people on Nantucket: those who live here and are trying to make a living and rely on growth and tourism; and, those who are retired or who don't need to make a living and do not wish to see

any growth. He said the financial end is important as the cost of living has increased and the town might not be able to live within 2-1/2% annual growth. Mr. DeCosta said a big problem now is that the "hub" of the Town has shifted from the Airport to the wharf and Town is going to be a "nightmare" come June which is more important than planning for "20 years down the line". Chairman Kelly reviewed questions in the packet regarding strategic planning including why do a plan, who will own it, what the scope will be, how to make it durable, etc. Mr. Atherton suggested a phase implementation. Chairman Kelly said the Board needs to figure out how to keep families and generations here on island. Mr. Atherton said he feels that "ship has sailed" and that he agrees with a previous statement made by Mr. DeCosta that not everyone can live on Nantucket. Ms. Hill Holdgate said she feels like the Board is talking about two different things: what the community is going to look like in 2050 for which extensive input is needed from the community; and, the Board looking at the next three to five years. Mr. Fee said the Master Plan is good but there aren't any numbers attached to it which would make it easier to make choices. He wondered how numbers could be attached to the Master Plan and how to add incentives. Chairman Kelly stated the Board needs to develop a timeline and it needs to decide if it is going to be for 20 years or three years. Mr. Fee said there are some issues that need to be addressed now but others are 20 year items. Mr. DeCosta asserted that everyone is missing the drastic point that the Master Plan is "gone" because the middle class can no longer afford to live on Nantucket. He said we losing our year-round community and increasing density or covenant housing is not the solution. Chairman Kelly stated that the ship may have sailed but it might not have "left the harbor" and asked the Board to focus on how they can turn it around. Mr. DeCosta said for every one person who can stay on Nantucket, ten have left. Ms. Gibson noted that finding personnel is difficult because of a lack of housing. Chairman Kelly stated that he it is "very sad" if the Board says the ship has sailed and the island converts to a commuter policy, saying there be a lot of "downstream implications". Mr. Fee said the Board should focus on the steps it can take to not become a commuter community in the decisions that the Board makes and what to put forth to town meeting. Discussion followed among Board members regarding rental units and outside pressures and possibly subsidizing rent like in New York City and Aspen. Chairman Kelly asked the Board if it is committed to the year-round population. Mr. DeCosta said yes, they are, but how do they keep people on the island. Some discussion followed on subsidized housing and commuting to the Cape. Mr. Fee said unless the Town permanently restricts properties they are going to keep selling for big money. Mr. Atherton said the community clearly wants a year-round community as it just authorized spending \$45 million to build a new school. Mr. DeCosta said the year-round population is growing exponentially and a large portion is not included in the census and they are living crowded in houses that weren't built for that kind of volume. Chairman Kelly said that if the Board agrees the strategic "vision" is to create a vibrant year-round community it could increase the seasonal population which could affect the year-round population. Some discussion followed regarding construction and how it affects the island with off island contractors. Chairman Kelly encouraged the Town to be proactive and set a price point for a house on the market.

At 7:04 PM Ms. Hill Holdgate left the meeting; she returned at 7:06 PM.

Chairman Kelly brought the discussion back to the framework of the strategic plan. Mr. DeCosta said the Board needs to be careful with a strategic plan so that it doesn't fall into the laps of staff whose plates are already full. Chairman Kelly said a strategic plan can't be delegated to staff as it is the responsibility of the Board. Mr. DeCosta said if the Board wants to move forward with a strategic plan then it should dedicate the next six months of workshops to this one topic. Mr. Atherton said he feels that the Board's goals and objectives target the Town's efforts and he feels Chairman Kelly is looking broader than that, adding that not every Board member has time to dedicate to this process. Mr. Fee suggested the Board focus on three to four goals like Hingham. Mr. Atherton suggested that the Board work on expanding its goals and

objectives, some with longer range. Mr. DeCosta said he feels each Board member has a different goal and objective and it would be better to focus on short-term goals since the board changes yearly. Some discussion followed on how to move forward. Ms. Hill Holdgate spoke in favor of using a facilitator and having each member list their priorities and to focus on the commonalities. The Board discussed not having a facilitator and reviewed individual goals so see what kind of commonalities there are. Mr. DeCosta said the Town has issues but it is "so far ahead" of so many other communities. Mr. Atherton suggested that the Board find a community volunteer to help with this rather than making it a paid position.

Some discussion followed on the Board's summer schedule. Ms. Gibson she will be reviewing it at the Board's June 15, 2016 meeting.

#### VI. ADJOURNMENT

The meeting was unanimously adjourned at 7:28 PM.

Approved the 14<sup>th</sup> day of September, 2016.

**BOARD OF SELECTMEN  
MAY 11, 2016 – 6:00 PM  
PUBLIC SAFETY FACILITY COMMUNITY ROOM  
4 FAIRGROUNDS ROAD  
NANTUCKET, MASSACHUSETTS**

List of documents used at the meeting:

- III. 2. National Police Week Proclamation, May 15 – 21, 2016
- IV. 1. Draft minutes of February 17, 2016
- IV. 2. Pending contracts for May 11, 2016
- V. 1. Workshop outline; link to Nantucket Master Plan; Handbook for Massachusetts Selectmen; Board of Selectmen 2013-14 Goals; FY 13 Goals and Objectives; 2010-2011 Goals and Objectives; 2009-10 Goals; 2008 Goals; 2019 Master Plan Update survey results; Wellesley Unified Plan; Town of Westford Final Report of the June 18, 2015 Strategic Planning Retreat; Town of Falmouth Five-Year Strategic Plan Board of Selectmen 2016-2020; Long Range Plan Board of Selectmen 2016 Update, Town of Sandwich; FY 2015 – FY 2016 Board of Selectmen Goals, Town of Arlington; FY2016 Board of Selectmen Goals, Town of Hingham