



COMMUNITY DEVELOPMENT

260 Commercial Street, Provincetown MA 02657
508-487-7020  www.provincetown-ma.gov



June 7, 2024

Lisa Dillon, Commission Clerk
Cape Cod Commission
3225 Main St.
Barnstable, MA 02630

Subject: Certification of the 2024 Provincetown Local Comprehensive Plan

Dear Commission Clerk Dillon:

This cover letter serves to formally transmit the Provincetown Local Comprehensive Plan (LCP) that was adopted by Town Meeting on April 1, 2024 to the Cape Cod Commission for certification. Included are certifications from the Provincetown Town Clerk of the LCP and the vote taken by Town Meeting.

In addition to the implementation action items contained within the plan, Provincetown's Community Development Department staff are committed to holding annual meetings with the Cape Cod Commission's planning team to provide regular updates on the plan's implementation progress and address the Town's performance in achieving the plan's goals.

We extend our sincerest gratitude to all the staff members of the Cape Cod Commission who provided invaluable assistance to the Provincetown LCP Committee throughout the planning process.

Thank you for your consideration of this matter. I trust that the Cape Cod Commission's review process will thoroughly assess the plan to ensure that it is aligned with the regional vision and growth policy of the Cape Cod Commission.

Sincerely,

Thaddeus J. Soulé

Thaddeus J. Soulé
Town Planner

RECEIVED

JUN 14 2024

CAPE COD COMMISSION

cc (by email):

Elizabeth Paine, Town Clerk
Tim Famulare, Community Development Director
Dan Riviello, Assistant Town Manager
Peter Okun, CCC Board Member representing Provincetown



Annual Town Meeting – April 1, 2024

Article 29. Approval of the Local Comprehensive Plan. To see if the Town will vote to adopt a Master Plan for Provincetown which has been developed by the Local Comprehensive Plan Committee, a copy of which is on file at the Town Clerk’s office and posted on the Town’s website, and which plan if approved by Town Meeting would constitute Provincetown’s Local Comprehensive Plan as defined in Section 9 of the Cape Cod Commission Act (Chapter 716 of the Acts of 1989), or to take any other action relative thereto.

[Requested by the Town Manager]

Motion read by Alex Morse


MOTION: I move that the Town vote to approve Article 29 as printed in the warrant.

VOTES		Yes	No	Abs	Report by:
	Motion / Report				Alex Morse
Planning Board	Recommends	5	0	0	None
Select Board	Recommends	5	0	0	None
Conservation Committee	Recommends	4	0	0	None
Harbor Committee	Recommends	5	0	0	None
Community Housing Council	Recommends	6	0	0	None
Year Round Housing Trust	Recommends	3	0	0	None
Historic District Commission	Recommends	5	0	0	None
Coastal Resilience Advisory	Recommends	4	0	0	None

Requires a Majority Vote

Motion passed with a Majority Vote at 9:33 pm

ATTEST:


 Elizabeth D. Paine
 Town Clerk

June 11, 2024
 Date



Town Of Provincetown
Commonwealth of Massachusetts
Town Clerk's Office

Provincetown Town Hall
260 Commercial St
Provincetown, MA 02657
Phone (508) 487-7013
Fax (508) 487-9560
www.provincetown-ma.gov

ATTESTATION OF COPY OF OFFICAL RECORDS CERTIFICATION

I, Elizabeth Paine, Town Clerk of the Town of Provincetown, and custodian of the Provincetown records, do hereby attest and certify that the documents hereto are true copies of Town of Provincetown – Town of Provincetown Local Comprehensive Plan.

In witness whereof, I have hereunto set my hands at Provincetown, Massachusetts this 11th of June 2024

ATTEST:

Elizabeth D. Paine
Town Clerk

June 11, 2024

Date

PROVINCETOWN

LOCAL COMPREHENSIVE PLAN



ready for tomorrow

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This Local Comprehensive Plan is aligned with the regional vision and growth policy of the Cape Cod Commission.



Acknowledgments

LCP Committee Members

Elaine Anderson	Steven Latassa-Nicks
Regina Binder	Laura Ludwig
Polly Burnell	Lynne Martin*
Guy Busa	Anna Meade
Ryan Campbell	Dennis Minsky
Judith Cicero	Jaime de Sousa
Max Cliggott-Perlt*	Donna Szaker
Tom Coen	Jim Woods
Stephen Katsurinis	

**Special thanks to Lynne and Max for serving dutifully from the beginning in 2015 all the way through plan adoption.*

Supporting Contributors

David Gardner	Martha Hevenor
Gloria McPherson	Chloe Schaefer
Jeffrey Ribeiro	David Panagore
Doug Dolezal	Sally Deane
Rik Ahlberg	Charlie Sumner
Melissa Yeaw	Alex Morse

In November 2014, the Town received a grant from the American Institute of Architects to form the Design and Resiliency Team (DART) that created Provincetown 365, including a series of site visits, stakeholder meetings, town hall style public forums, intense team charrettes, and final presentation to the community. The official formation of a Local Comprehensive Planning (LCP) Committee was in 2015.



The LCP Committee wishes to acknowledge the effort and commitment of all those who participated in the process. Thank you to the Tourism Office for providing numerous photographs. Thank you to Ginny Binder for her leadership as Chair of the LCP Committee. It took nearly ten years; three Town Planners; four Town Managers; David Gardner serving as Acting Town Manager three times; numerous public forums, charrettes, workshops, surveys, and countless committee meetings to generate this Plan. We could not have done it without you. Thank you to all those who contributed innovative ideas and goals for the Town. We want to give special appreciation to

those who reviewed the draft plan and provided feedback.

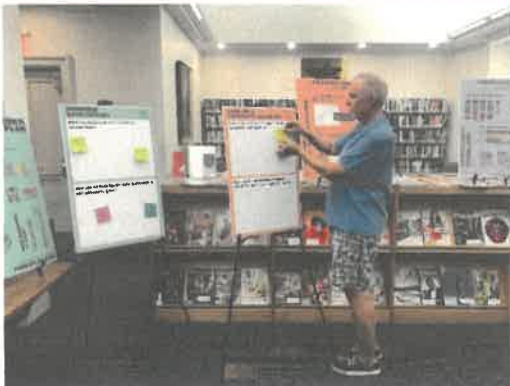


There were many areas of the LCP in which the Committee had no experts, but Town staff, board members, local authorities, and Cape Cod Commission staff stepped forward to assist. Several additions were made to the Plan following each public meeting, input session, and plan revision. This is a living plan that will continue to grow and change with the community.



Public Participation & Planning Milestones

November 18, 2015	First LCP Meeting	March – August 2020	Global pandemic, State of Emergency, and suspension of meetings delays the LCP
March 19, 2016	LCP Community Visioning Forum		
April - May 2016	Visioning Survey	September 2020 – June 2021	LCP Committee Approves goals for: transportation, natural resources, open space, recreation, public health, emergency preparedness, land use, historic preservation, community character, economic development
September 27, 2016	Town Forum Staff Group Meeting		
November 9, 2016	Provincetown 365 Meeting		
November 16, 2016	1 st LCP Town Forum		
November 19, 2016	2 nd LCP Town Forum	July 2021 – August 2021	LCP Committee Approves the housing plan and capital facilities & public infrastructure plan
June 2018	LCP Website Starts		
June 5, 2018	LCP Charrette	September 2021 – April 2022	LCP Committee Approves the existing conditions, targeted action plan and implementation schedule
June 13, 2018	LCP Public Workshop		
July-August 2018	LCP Sidewalk “Pop Up” & Kids Posters		
July 19, 2018	LCP Public Open House at the Library	May 23, 2022	LCP Committee presents draft plan to the Select Board and the Town
Fall 2018-Spring 2019	LCP Community Paper Survey		
Fall 2019	Committee begins meeting to draft Plan	June 8, June 14, June 18, 2022	LCP Committee presents draft plan at public input meetings
January 24, 2020	Committee Meets with Cape Cod Commission Planners	July & August 2022	Compile public input and feedback
February 14, 2020	Committee Approves Vision and Growth Strategy	Fall Town Meeting 2022	Town Meeting passes townwide sewer
		Annual Town Meeting 2024	Town Meeting votes to adopt the LCP



Summary

The overarching goals of the plan are to:

- Develop creative housing options for rental or purchase that will support a thriving and diverse community that includes: 1) year-round residents of all ages, backgrounds, and income levels; 2) seasonal workers; and 3) long-term and short-term visitors.
- Encourage the creation and diversification of year-round employment opportunities through both the expansion of existing economic sectors and the growth of emerging sectors; expand transportation options and decrease the carbon footprint while expanding connections to Provincetown for those who seek to live, work, and visit Provincetown.
- Promote private development and public facilities that maintain the historic human and neighborhood scale, increases connectivity with the harbor and open lands, mitigates the effects of climate change all while developing increased housing options.
- Improve public health security for all residents by: 1) ensuring appropriate health and wellness services are available, including emergency care, mental health services, age-focused health services particularly for children and older adults, and providing diverse recreation options; 2) continuing to expand the municipal sewer to protect our residents, land, and coastal waters from the impacts of waste; and 3) emergency preparedness for all likely threats to life and property, including weather-related disasters and communicable diseases.



Vision Statement

Provincetown is a year-round, outlying coastal community committed to the long-term stewardship of its scenic natural landscape, historic built environment, and deep connections to both the sea and the arts; all combining to create a unique sense of place.

Provincetown will:

- protect the natural environment and prepare for climate change,
- maintain sustainable community infrastructure,
- foster maritime activities,
- embrace cultural heritage and preserve historic structures, and
- endorse artistic expression.

Provincetown is a welcoming and evolving town that celebrates its strengths and tackles its community service challenges. We face fluctuating economic cycles, pressures on our housing supply, demands for new infrastructure, and the challenge of adapting to change.

Provincetown will:

- provide quality public services,
- value education,
- care for older adults,
- advocate for public health,
- support cooperative civic engagement,
- support economic opportunities,
- encourage diverse housing stock, and
- adopt technological innovations.

Provincetown employs a collaborative approach that brings together diverse stakeholders and gives us the creativity to find solutions. We will debate vigorously but remain focused on achieving our vision for economic development, housing, and environmental sustainability. Provincetown supports all community members and looks forward to welcoming those to come.

Provincetown will:

- advocate progressive ideals,
- create unique visitor experiences, and
- promote equality and celebrate diversity.

Growth Policy

Growth in Provincetown recognizes that housing and jobs are interdependent. Provincetown needs to expand wastewater infrastructure capacity for the entire Town to support future growth and redevelopment. New development will be encouraged in the general commercial zoning district. Redevelopment within Provincetown’s vibrant community activity center and maritime area will be resilient, sustainable, incremental, and architecturally cohesive. New growth and redevelopment will be supported by adequate infrastructure that respects the historic human scale and streetscapes while protecting ecological, historical, and cultural resources that contribute to Cape Cod’s character and the Town’s unique sense of place.

Housing Plan

Housing Production Targets

- Double the number of Affordable and Community Housing units from 200 to 400 by 2040
- Each year, add more units of Affordable and Community Housing than the number of housing units lost to condominium conversion
- Achieve a 12 percent level of the state’s Subsidized Housing Inventory by 2030.

OBJECTIVE 1: Affordable Housing

Provide housing that is affordable to year-round residents and seasonal workers; develop the right mix of affordable housing types that is specific to Provincetown.

Strategy A: Update local bylaws and regulations to encourage affordable housing.

Strategy B: Identify financing sources for affordable and community housing

Strategy C: Promote the provision of fair, decent, safe, affordable housing for year-round rental or purchase that meets the needs of present and future Provincetown residents.

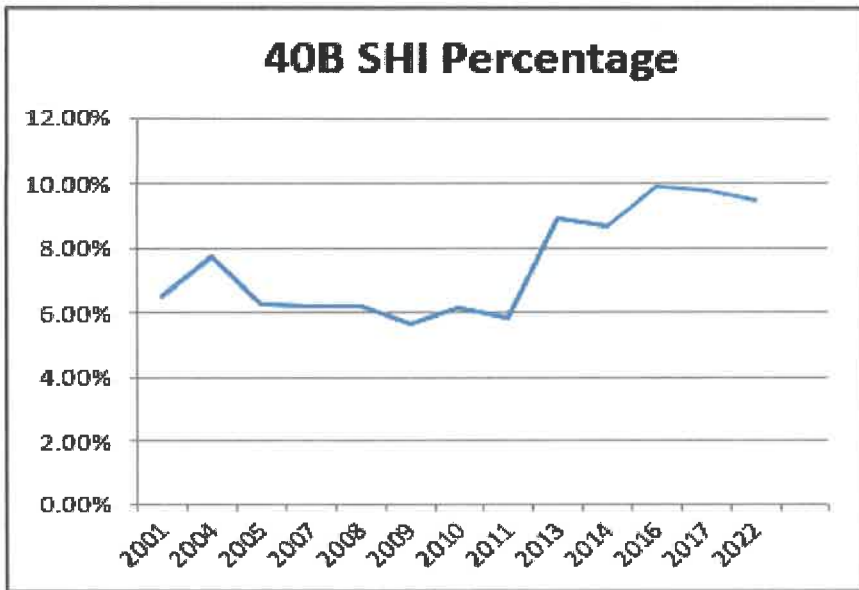
Strategy D: Promote equal opportunity in housing and give special consideration to meeting the housing needs of the most vulnerable segments of the population including, but not limited to, very low income (50% of median income), low income (51% - 80% of median income), families with children, single parent heads of households, people of color, people with AIDS, older adults, the homeless, the disabled, and others with special needs.

Strategy E: 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.

Strategy F: Coordinate the development of affordable housing with the protection of the environment.

Strategy G: Find additional land for affordable housing and seasonal workforce housing, as well as identifying existing units that can be deed restricted for affordable housing or seasonal workforce housing.

Town of Provincetown (FY2022)	DHCD Certified		
	40B Units rental	40B Units ownership	Year end
Harry Kemp Way [Ch 667-1, Housing Authority]	24		perpetuity
40 Pearl/33 Court [Ch 705-1, Housing Authority]	5		perpetuity
Harry Kemp Way [Ch 705-2, Housing Authority]	4		perpetuity
214 Bradford Street [Foley House]	10		2036
27A Conwell Street	5		2037
35 Conwell St [Hensche estates]		7	2041
27 Nelson Avenue	2		2031
56 West Vine Street		1	2042
24 Captain Bertie's Way		5	2041
122 Bradford St Ext [Meadows]	5	9	perpetuity
40A Nelson Ave	6		2103
32 Conwell Street	18		2042
5 Fritz's Way [Habitat]		2	2053
54-58 Harry Kemp Way	4		2054
Herring Cove Village		3	perpetuity
83 Shank Painter Rd	15		perpetuity
90 Shank Painter Rd [Province Landing]	50		perpetuity
Stable Path	23		
26 Alden St: Grace Gouveia	3		
SHI Certified			9.47%
Total SHI Units	174	27	201



OBJECTIVE 2: Historic Homes

Protect and preserve the historic architecture of homes, cottages, and residential buildings located in Provincetown.

Strategy A: Understand the existing historic homes in Provincetown and provide support for and encourage historic protection and preservation.

Strategy B: Find additional funding sources for historic home preservation.





OBJECTIVE 3: Housing Diversity

Encourage a diversity of housing types to serve the needs of Provincetown.

- Strategy A: Expand sewer capacity and streamline easy access to the sewer for existing, new, and infill housing development.
- Strategy B: Understand the existing housing makeup in Provincetown and ensure bylaws, regulations, and policies are aligned with housing diversity needs.
- Strategy C: Engage realtors and other experienced housing professionals to discuss ways to create a mix of housing types, including affordable, community housing, year-round resident housing, and seasonal workforce housing.
- Strategy D: 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.

Strategy E: Explore federal, state, and other funding resources for year-round resident housing and seasonal workforce housing.

Strategy F: Protect existing campgrounds from conversion to other types of uses.

Strategy G: Evaluate Harbor Hill to determine if town-owned market-rate rental units are effective and whether this model should and can be repeated.





Renters Paying 35 Percent or More of Income for Housing By Age of Householder, Provincetown 2000-2011

	2000	% (Within Age Cohort)	2012	% (Within Age Cohort)
Under 35 Years Old	41	40%	40	62%
35-64 Years Old	239	40%	340	60%
65 and Over	66	44%	83	56%
Total	346	41%	463	59%

SOURCE: U.S. Census 2000, STF-3, H96, 2011
ACS B25072 adjusted to match 2010 US Census
totals for renter households.

Provincetown Housing Stock

Total Housing Units	4680	100.0%
Owner occupied	1337	28.6%
Renter Year Round	365	7.8%
Seasonal	2789	59.6%
Vacant	189	4.0%

Owner occupied Year Round	1337	28.6%	
Owner occupied Year Round	541	40.5%	11.6%
Owned w/YR Tax credit***	742	55.5%	15.9%
Owned YR restricted**	54	4.0%	1.2%

Total Year Round Rentals	365	7.8%	
Rental Year Round Unrestricted	154	42.2%	3.3%
Year Round Rental Restricted**	211	57.8%	4.5%

Total Year Round Rentals	365	7.8%	
Year Round Rental Unrestricted	154	42.2%	3.3%
Year Round restricted not tax exempt**	94	25.8%	2.0%
Year round restricted tax exempt***	117	32.1%	2.5%

Total Year Round	1702	36.4%
Seasonal	2789	59.6%
Vacant	189	4.0%

Total	4680	100.0%
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Notes

742 Residential partial tax exemptions Fall 2018***

117 Year Round Affordable tax exempt properties 2018***

Mass SHI data Provincetown Housing units 2020**

State housing SHI stats are based on 2010 census Year round units only

datacapecod.com/housing - 2109 ACS data - Cape Cod Commission

**Town of Provincetown community housing data

***Provincetown Town Report 2018

Existing Conditions Summary

[Link to Existing Conditions Data Section](#)

Policy Implications

- Seasonal growth patterns are putting significant pressure on town infrastructure, limiting economic and housing development options.
- Our analysis suggests that Provincetown may have more capacity to support growth than the assumptions in the current growth management policy imply.
- Historical data suggest that Provincetown can decrease the amount of optional wastewater reserves without having a large impact on the amount of precipitation the system can handle on the busiest tourism days.
- However, it is clear that over the long run Provincetown will need to expand its permitted wastewater capacity if highly seasonal growth patterns persist over time.



- Over 70% of the population is over 45 years old
- The median income in Provincetown is \$57,000 per year
- The median income in Provincetown is \$14,000 less than the rest of Barnstable County
- Housing is extremely expensive, and the market is being driven by second homeowners
- The high demand and limited amount of housing has created a situation where units are extremely expensive and are continuing to increase in price. With impacts being felt from AirBnB properties, second home ownership, and infrastructure capacity issues, housing is an issue that is directly impacting economic development
- The town's largest industries are Accommodation and Food Services and Retail Trade with a combined 1,500+ workers in 2018. Health Care and Social Assistance is the next largest industry
- A high percent of local workers report being self-employed
- Nearly 250 workers, 9% of all workers, report being self-employed. This is higher than those who report being self-employed in the state and the nation.

Goals

Governance



OBJECTIVE 1. Regulatory Clarity

Ensure that development regulations promote the values articulated in the Vision. Regulations shall be written clearly, consistently, and avoid redundancy, ambiguity, and unintended outcomes.

Strategy A. Review and revise town-wide bylaws, regulations, policies, and guidelines to simplify the permitting and review of proposed projects where practicable.

Strategy B. Review and consider organization-wide structural changes to streamline citizen services, improve efficiency, and enhance service quality across a diverse citizen population.

OBJECTIVE 2. Public Process

Promote cooperation and collaboration among the Town's regulatory boards, appointed, and elected in order to achieve development most consistent with the desires of the Town and community values, to provide transparency and participation within the public process.

Strategy A. Provide comprehensive resources and staff support to members of Town boards to ensure they have been given the tools to effectively fulfill their mission.

Strategy B. Review Charter and Bylaws to remove redundant/conflicting jurisdictions among boards and inconsistent regulations.

Strategy C. Encourage regulatory boards to meet together regularly.

Strategy D. Undertake comprehensive review of the functions of town departments, boards and committees to better understand organizational structure and maximize effectiveness.

Strategy E. 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.

Strategy F. Undertake comprehensive review of town regulations, including zoning and land use, to ensure they support diversity and inclusion.

Strategy G. 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.

Boards and Committees

Government/Finance	<ul style="list-style-type: none"> • Board of Assessors • Board of Registrars • Charter Compliance Commission • Insurance Advisory Committee • Local Comprehensive Planning Committee * 	<ul style="list-style-type: none"> • Other Post Employment Benefits Trust • Personnel Board • Select Board
Public Safety and Emergency Management	<ul style="list-style-type: none"> • Board of Fire Engineers • Board of Health * • Harbor Committee * 	
Public Works/Infrastructure	<ul style="list-style-type: none"> • Airport Commission • Bicycle Committee * • Board of Health * • Building Committee • Cemetery Commission 	<ul style="list-style-type: none"> • Open Space Committee * • Public Landscape Committee • Recreation Commission (Parks) * • Recycling & Renewable Energy Committee * • Water and Sewer Board *
Marine/Harbor	<ul style="list-style-type: none"> • Harbor Committee * • Shellfish Committee 	
Housing/Economic Development	<ul style="list-style-type: none"> • Board of Health * • Community Housing Council • Economic Development Committee 	<ul style="list-style-type: none"> • Housing Authority • Visitor Services Board * • Year-Round Market Rate Rental Housing Trust
Cultural	<ul style="list-style-type: none"> • Animal Welfare Committee • Art Commission • Community Preservation Committee • Cultural Council 	<ul style="list-style-type: none"> • Historical Commission • Library Trustees • Visitor Services Board *
Community Services	<ul style="list-style-type: none"> • Bicycle Committee * • Board of Health * • Council on Aging • Disability Commission • Human Services Committee 	<ul style="list-style-type: none"> • Recycling & Renewable Energy Committee • Recreation Commission * • School Committee • Scholarship & Trust Admin. Committee
Land Use	<ul style="list-style-type: none"> • Board of Health • Conservation • Historic District Commission • Licensing • Local Comprehensive Planning Committee * 	<ul style="list-style-type: none"> • Open Space Committee * • Planning Board • Recreation Commission * • Water & Sewer Board * • Zoning Board of Appeals

*Indicates Board or Committee in more than one category

Natural Resources, Open Space, and Recreation

OBJECTIVE 1: Protect Natural Habitats

Prevent the loss or degradation of critical plant and wildlife habitat, minimize the impact of development on plant and wildlife habitat, maintain existing populations and species diversity, and preserve and restore the quality of inland and coastal wetland habitat in Provincetown.

Strategy A: Develop plans and priorities for habitat identification and protection.

Strategy B: Maintain and improve air quality so as to ensure a safe healthful, and attractive environment for present and future residents and visitors.

OBJECTIVE 2: Protect Water Quality and Groundwater Supply

Increase water conservation, protect open spaces with ground water resources and wetlands, and provide additional flood-flow infiltration areas.

Strategy A: Preserve open space in contributing areas for public water supply.

Strategy B: Enforce higher water quality and quantity standards for stormwater recharge throughout the community.

Strategy C: Preserve and restore the ecological integrity of marine and fresh surface and ground waters.

Strategy D: Establish water saving policies.

OBJECTIVE 3: Conservation Management

Strategy A: Properly manage public open spaces and conservation properties.

Strategy B: Provide adequate resources for municipal Geographic Information System (GIS) mapping and data management.

Strategy C: Continue to identify and protect critical resource areas.

Strategy D: Enhance the landscape using low-impact water conservation strategies.

Strategy E: 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.



OBJECTIVE 4: Increase Recreational Opportunities and Public Access

- Strategy A: Provide recreational opportunities and increase public access of town-owned land, including increasing public awareness of traditional and historic walkways and beach access points.
- Strategy B: Provide adequate resources for existing Recreation Department, School Department, and DPW.
- Strategy C: Upgrade existing facilities to comply with ADA standards.
- Strategy D: Enforce appropriate and legal use of conservation areas for passive recreation.
- Strategy E: Identify open spaces that are appropriate for additional recreational opportunities.
- Strategy F: Plan for recreational facilities that take into account an aging population.
- Strategy G: 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.




OBJECTIVE 5: Increase Harbor and Waterfront Recreational Opportunities



- Strategy A: Invest in harbor and waterfront recreational opportunities, including fishing and other water-dependent activities that require access to the beaches and ocean.
- Strategy B: Improve public access to the Harbor from Commercial Street.
- Strategy C: Improve the conditions of the beaches by decreasing the sources of debris, including plastic pollution, and increasing debris removal from the beach.
- Strategy D: Ensure that Harbor conditions, activities, facilities, and services support recreational boating, including motorboats, sailing vessels, kayaks, and other rowboats.



NICKY'S PARK

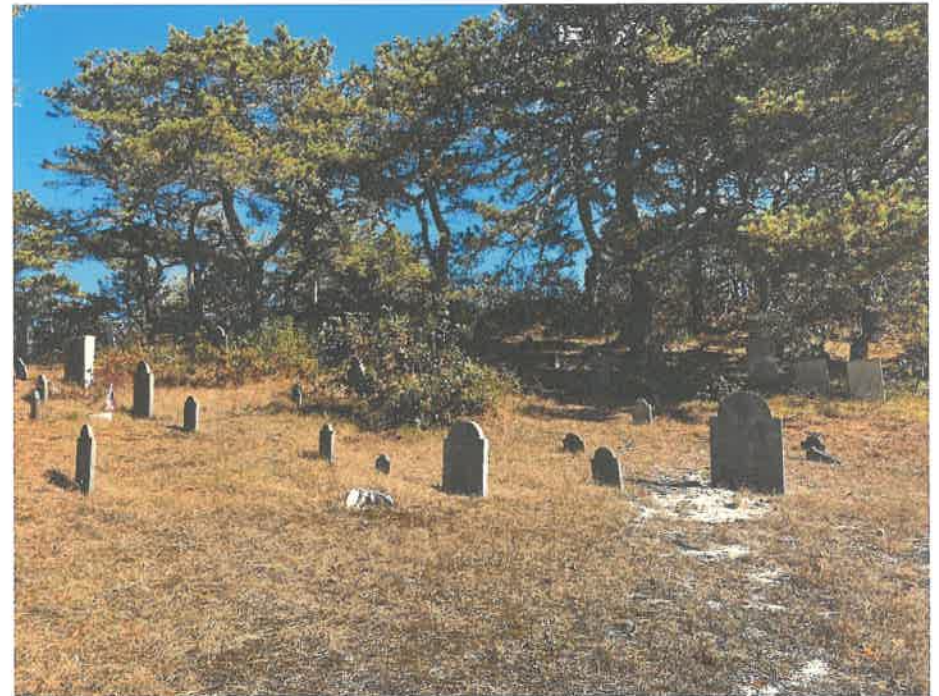


Jimmy's Pond is the only site in southeastern Massachusetts where the bog twayblade orchid (*Liparis loeselii*) can be found.



Highbush Blueberry

Nicky's Park is a sanctuary consisting of nearly four acres, half wooded and half wetland. The primary wetland area is Jimmy's Pond. It is approximately an acre in size and is a shallow, acidic body of water. It is surrounded by blueberry shrub and red maple swamp. This type of land has been described by the Natural Heritage and Endangered Species Program as "one of the most threatened and ecologically essential areas for rare plants and animals in Massachusetts" and as one of the "most important targets for biodiversity conservation".



Provincetown OSRP - Action Plan - DRAFT

Prioritize walking and bicycle safety improvements.

Continue to build the local trail network.

Prioritize invasive species management

Develop a master plan for Motta Field.

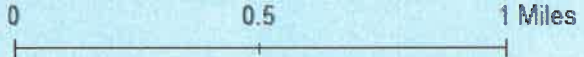
Identify opportunities for green space.

Identify opportunities for nature-based solutions.

Increase access to the Town's beaches.

Legend

- Trails
- Roads
- Surface Water
- Recreation & Open Space Areas
 - State Owned
 - Town Owned
 - Privately Owned
 - Federally Owned



Transportation



OBJECTIVE 1: Multimodal Transportation System

To foster and maintain a sustainable, multimodal transportation system for present and future year-round and seasonal needs which is safe, convenient, accessible, efficient, economical, and consistent with the Town's historic, scenic, and natural resources, and land use development and growth management policy. Support electrification of the CCRTA system fleets.

Strategy A: 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. Such fees could be used to encourage trip reduction and to add to the resources to create and enhance bicycle paths and connections and other alternative transportation such as ferry and express bus services to other transportation hubs.

Strategy B: Complete the Provincetown link of the Rail Trail bicycle way and improve access from Town streets to bicycle paths in the National Seashore.

Strategy C: Support improvements which provide safe year-round commuter air service to the Outer Cape.

Strategy D: Promote and support programs to increase use of ferry services.

Strategy E: Participate in MassDOT's Complete Streets Funding Program.

Strategy F: Participate in the Cape Cod Commission's Low Lying Roads Program.

Strategy G: Promote and support regional bus service.

OBJECTIVE 2: Promote Alternatives to Single Occupant Vehicle Use and Internal Combustion Engine Automobiles

To decrease dependence on private automobiles, address demonstrated public needs for convenient, accessible, economical alternatives to private automobiles, and promote energy efficiency and reduced pollution as noted in the Commonwealth's interim and long-term greenhouse gas reduction goals and initiatives, including a state-wide net zero carbon target by 2050. Develop and integrate alternate modes (e.g. bus, ferry, air, bicycle, and pedestrian) into the transportation system and promote telecommunications and other substitutes for transportation.



Strategy A: Decrease the total number of private automobiles using the roads and encourage use of the CCRTA public transportation.

Strategy B: Create infrastructure supporting sustainable, zero or low emissions motor vehicles.

Strategy C: Encourage walking and cycling as healthy and effective alternatives to automobiles.

Strategy D: Expand water transportation opportunities.



OBJECTIVE 3: Transportation Solutions Adapted Specifically for Provincetown

To support transportation solutions that preserve and enhance Provincetown's character by considering the interrelationship between land use and transportation.

Strategy A: Consistent with community character and historic preservation, 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. Signage should be clear, ensuring easy access to underutilized parking facilities.

Strategy B: Develop outreach program to encourage visitors to use public parking lots and discourage parking on neighborhood streets.

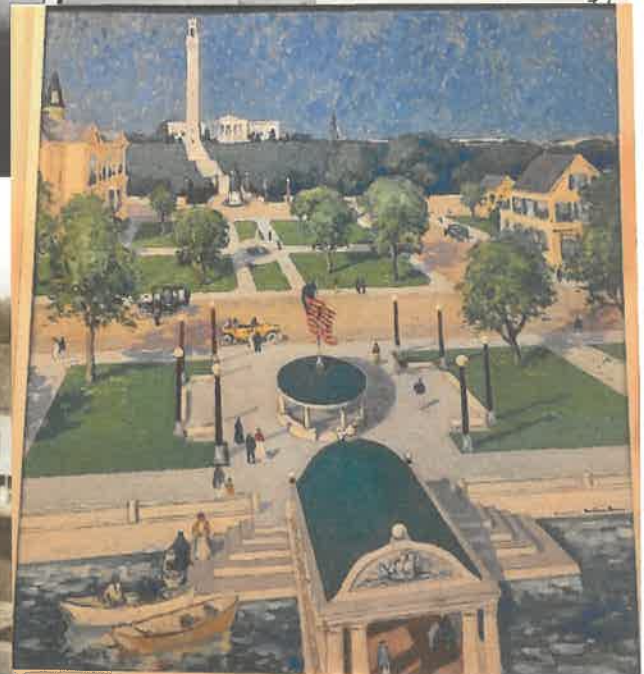
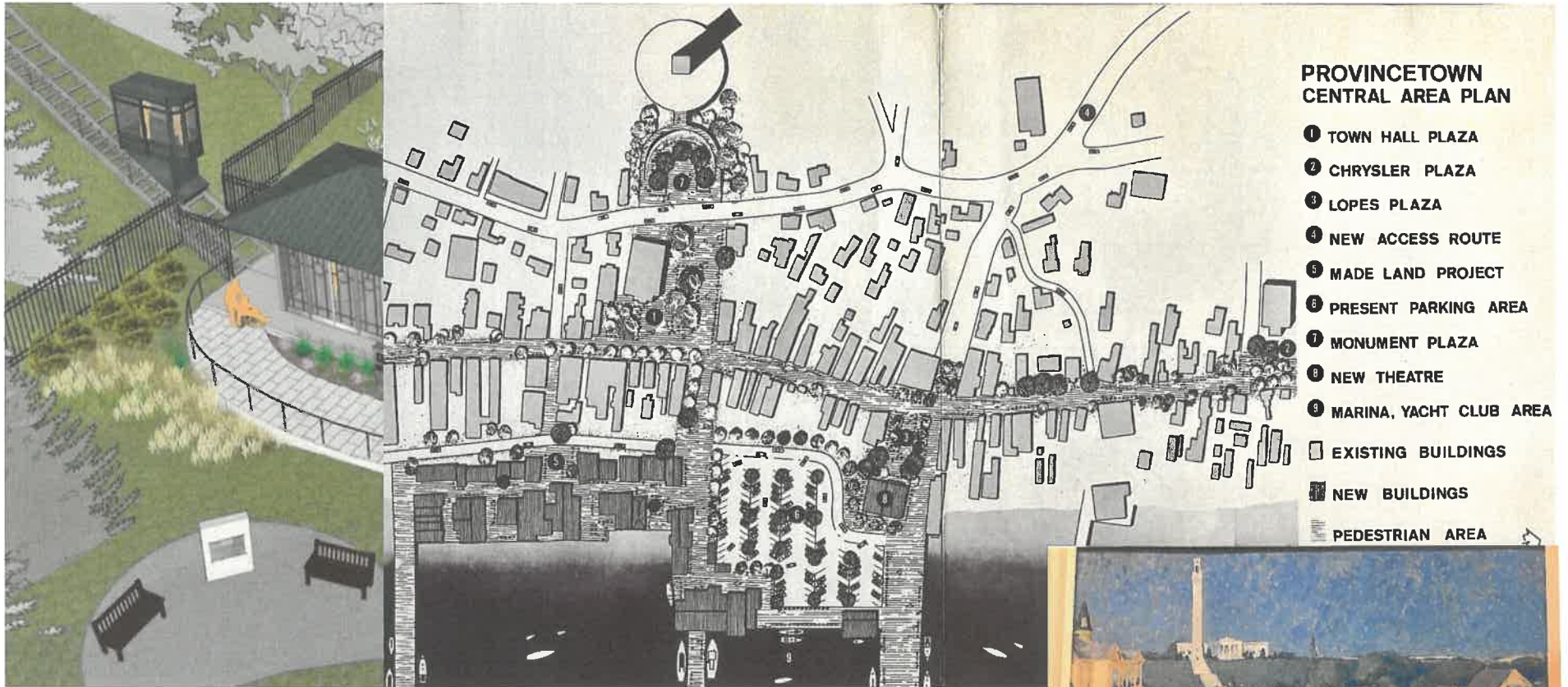
Strategy C: Ensure that public transportation opportunities, including the CCRTA, buses, vans, or shuttles, are designed to meet the needs of older adults.

Strategy D: Implement recommendations made in transportation studies by the Cape Cod Commission.

OBJECTIVE 4: Assess and Mitigate Development Impacts on Transportation

Establish a traffic impact assessment and mitigation program to identify and mitigate the impacts of new development and redevelopment on the transportation system in accordance with the Regional Policy Plan, with additional local limitations.

Strategy A: Review thresholds for traffic impacts of proposed projects within zoning or site plan review by-laws.



Land Use, Historic Preservation, and Community Character



OBJECTIVE 1: Maintain and Reinforce Streetscape Characteristics

Understand and protect the historic compact development pattern of the existing streetscapes and promote initiatives that will maintain or improve the streetscapes while creating adaptive, safe, and more attractive public ways.

Strategy A: 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.

Strategy B: Gather feedback and input on resident's and user's highest priorities for protecting and enhancing their streetscape, including improving ADA accessibility, and adopting new technologies.

Strategy C: 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:

OBJECTIVE 2: Preserve and Enhance Neighborhood Characteristics

To promote social, economic, and environmental sustainability while respecting predominant scale, massing, density, and architectural style of our diverse neighborhoods and buildings in new development, renovation, and expansion.

Strategy A: Define and articulate the characteristics that identify and contribute to a neighborhood's unique sense of place.

Strategy B: Gather neighborhood feedback and input on resident's highest priorities for protecting and enhancing their neighborhood.

Strategy C: 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.



OBJECTIVE 3: Diverse Housing

To ensure that Town policies and land use regulations support the creation of year-round resident housing and seasonal workforce housing to enable the inclusion of both our present and future populations.

Strategy A: Identify and acquire additional land or property for constructing new diversified housing types.

Strategy B: Identify opportunities to repurpose existing buildings and properties for additional year-round resident housing and seasonal workforce housing.

Strategy C: Identify state and federal funding opportunities for diversified housing and supportive infrastructure.



OBJECTIVE 4: Environmental Sustainability

Reduce vulnerability to climate change and sea level rise and to increase resiliency through regulation that encourages, at a minimum, compliance with Massachusetts Building Code standards for structures within the flood zone.

Strategy A: 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.

Strategy 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.

Strategy C: Test willingness to go beyond minimum standards through outreach and community awareness.

Strategy D: Adjust local bylaws to simplify and possibly incentivize going beyond the minimum standards to meet projected future climate condition scenarios.

Strategy E: Strengthen regulations to support accelerated implementation of the Hazard Mitigation Plan and update the plan every 5 years.

Strategy F: Access federal and state funding to help mitigate land and property losses resulting from climate change.

OBJECTIVE 5: Sustainable Development

Proactively plan for appropriate development through ongoing analysis of potential build-out scenarios and infill under existing and proposed changes in land use regulation. Such analysis will provide for sustainably managed growth and relieve pressure on local businesses and housing.

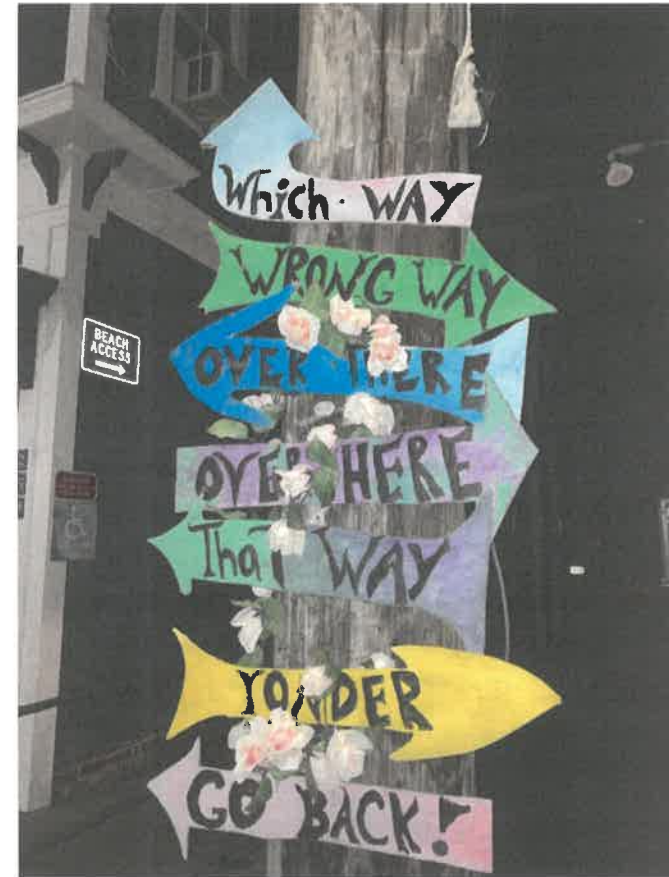
Strategy A: Accurately and comprehensively measure growth annually and measure impact on physical and environmental resources.

Strategy A: 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.

Strategy B: Identify potential zoning overlay districts for workforce housing.

Strategy C: Explore methods for determining where increasing building density would be appropriate while maintaining community and neighborhood character.

Strategy D: 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.



OBJECTIVE 6: Regional Cooperation

Create channels for regional cooperation with neighboring communities.

Strategy A: Maintain and expand utility agreements with Truro to protect and enhance the Beach Point neighborhood and harbor water quality.

Strategy B: Explore potential collaboration with Truro to meet mutual community goals.

OBJECTIVE 7: Community Character

Protect, preserve and embrace existing and future important historic and cultural characteristics of the landscape and land use influences that are critical to the people and economy of Provincetown.

Strategy A: Update district inventory/survey and create inventory of Character Defining Features of each property as part of inventory process; ensure legibility is identified

Strategy B: Write historic preservation guidelines and produce manual to assist property owners with sensitive alterations to historic buildings

Strategy C: Revise Historic Guidelines and Regulations

Strategy D: Create a plan that reserves lands and spaces for future community amenities for Provincetown's evolving people

Strategy E: Engage community participation in regularly recurring planning for future spaces for cultural and historic events that celebrate the community's many personalities



OBJECTIVE 8: Historical Development and Education

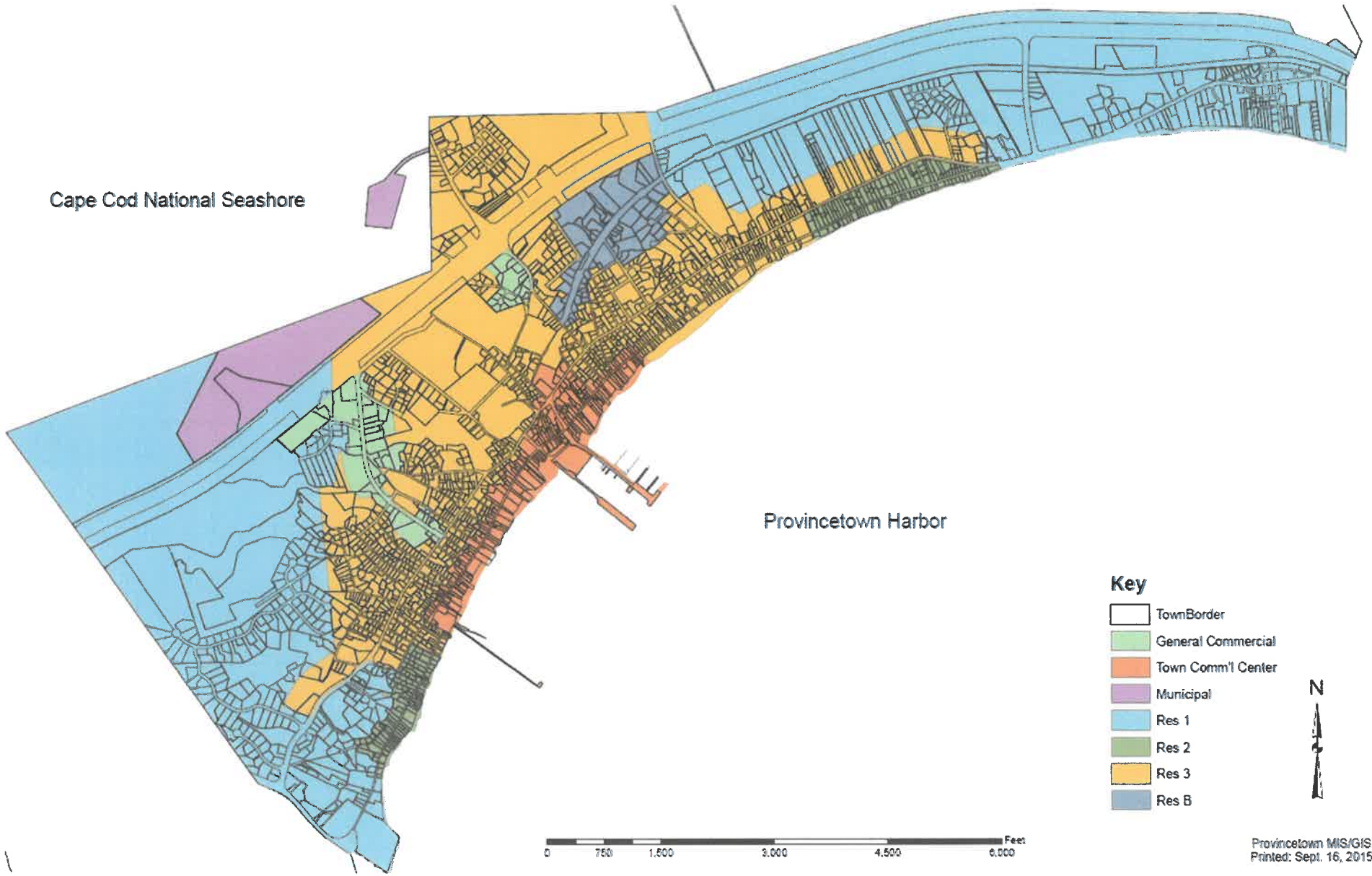
Provide information and education about the historic built environment to promote awareness of the layers in the Town's historical development and changes over time.

Strategy A: Create comprehensive neighborhood plans that identify historic places and characters, in particular Native American, Portuguese, women, maritime workers, people of color, and other underrepresented groups, in order to bring attention to and educate about the Town's unique history.

Strategy B: Acquire public input on interpretative signage, online resources, and identification of historic places and people.

Strategy C: Encourage the creation of walking tours, mobile applications, maps, sidewalk medallions, and other innovative ways to interpret and educate about the Town's historic places.

PROVINCETOWN ZONING MAP



Economic Development

OBJECTIVE 1: Diversify Opportunities

Encourage the creation and diversification of year-round employment opportunities through both the expansion of existing economic sectors and the growth of emerging sectors, with a focus on high-value added and labor-intensive sectors.

Strategy A: Assess and develop means to address barriers to access labor market opportunities and reasonable working conditions.

Strategy 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).

Strategy C: Encourage hospitality sector to engage in collaborations with university and college hospitality degree programs



OBJECTIVE 2: Economic Justice

Improve the economic wellbeing of Provincetown's low and moderate-income residents who are important members of our community and our workforce.

Strategy A: Promote and strengthen rights to decent work for all, workers' rights, and equal value for equal work in all sectors (Including seasonal workers and ADA compliance).

Strategy B: Encourage policies designed to ensure that no one falls beneath the poverty line.

Strategy C: Identify and remove the systemic barriers and causes of inequity in the Town's fee structures, taxation, and other economic factors.

Strategy D: Encourage policies designed to support not-for-profit 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.

Strategy E: 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.

Strategy F: 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.

Strategy G: Promote opportunities for microfinancing.

OBJECTIVE 3: Ensuring No One is Left Behind

Support asset-building strategies that aim to help low-income individuals and families break the cycle of poverty.

Strategy A: Promote employment creation, decent work, and redistributive (anti-poverty) programs to address poverty, inequality and exclusion.

Strategy B: Assess and address economic disparities that inhibit workers and residents from owning property.



OBJECTIVE 4: Public-Private Partnerships

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.



OBJECTIVE 5: Pride of Place

Embrace inclusivity in the Town's image that doesn't differentiate or discriminate based on market-driven solicitation to select groups. Provincetown is for everyone all year long. PTown Strong.

Strategy A: Promote diversity, equity & inclusion initiatives that help reduce economic and social inequalities.

Strategy B: Identify strategies for community stabilization that changes the balance of power and transfers equity to resident/renters, homeowners, and businesses.

Strategy C: Promote economic and social systems that work to prevent and/or correct uneven growth that further create inequality and exclusion.

OBJECTIVE 6: Economical Healthcare

Strengthen access to quality healthcare as an important component for sustaining a healthy, local year-round economy.

OBJECTIVE 7: Employee Housing

Provide housing that is sustainable for year-round residents and seasonal workers by matching our housing priorities to the jobs and incomes of workers. We recognize that the inability to house workers is a significant issue for our local businesses and poses a threat to our local economy.



Strategy A: Encourage the creation dormitory housing to address seasonal worker housing needs and potential synergies with off-season education and conference housing.

Strategy B: Create inventory of existing structures and potential sites and review all related land use regulations to identify opportunities.

Strategy C: 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.

Strategy D: Research infrastructure and financing needs related to the development of a large housing project.

Strategy E: Research potential developers and explore opportunities for potential public-private partnerships to implement in Provincetown.

Strategy F: Review Town bylaws and policies to ensure they are aligned with the goals of encouraging more equitable access to housing, work, and economic opportunities.



Strategy G: Encourage ‘limited equity’ housing like community land trusts, housing co-ops, and co-housing developments that take housing out of the speculative market to maintain affordability.

Strategy H: 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.

Strategy I: 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 older adult homeowners at risk of losing their primary residence.

Strategy J: 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.

Strategy K: Encourage Housing Trust Funds, inclusionary zoning ordinances, and the federal Low-Income Housing Tax Credit.

Strategy L: Explore eligibility requirements of the local review and approval process for the Department of Housing &

Community Development's Division of Community Services to create a tax-increment financing zone.

Strategy M: Encourage regional strategies through collaboration on data sharing, joint grant applications, and supporting fair housing in neighboring communities.

OBJECTIVE 8: Regional Opportunities

Grow and strengthen economic connections beyond Cape Cod, including potential physical connections such as commuter routes.

Strategy A: Encourage reverse franchises where local businesses create additional sites outside of Provincetown.

Strategy B: Develop business brand for the community that is recognized off-cape, nationally, and internationally.

Strategy C: Attract employees employed by businesses that use a “work at home” model to increase year-round economic revenue, within the Town's capacity.



OBJECTIVE 9: Technological Advances

Capitalize on changes in technology that may provide new economic opportunities not previously available.

Strategy A: Need to attract an entity that can expand cellular service and broadband internet connections.

Strategy B: Evaluate the ability and build potential for supplying high speed internet to private companies and homes.

Strategy C: Need to create competition within the communications market to create additional options and choices for access to the latest technology.



OBJECTIVE 10: Affordable Market

Create a low-cost and threadbare market sector that relates to Provincetown’s appeal in the 1960s and 1970s and supports a working-class economy.

Strategy A: Encourage entrepreneurship that is equitable and fair for people of different means.

Strategy B: Explore opportunities for local artist’s market that encourages off-season tourism and encourage the “Art in the windows” concept for storefronts.

Strategy C: Incentivize the intended outcome of the formula business regulations of the zoning bylaw to protect local businesses

Strategy D: Encourage a not-for-profit to create local PTown Pennies (similar to Burlington Bucks) complementary/alternative currencies.

Strategy E: Education about other business models that incubate local small businesses and opportunities/advertisement of the nonprofit organizations and grants

Strategy F: 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.

Strategy G: Support means of community-shared production, especially in areas of food production, that can help diversify the local economy.

Strategy H: In addition to weekly and long-term visitors, attract day-trippers, and short-term stay visitors



OBJECTIVE 11: Heritage Economy

Build on Provincetown's arts and maritime heritage and the historical heritage of indigenous people and people of color to pursue year-round economic opportunities, including educational programs and facilities. These industries and histories also bolster our tourism economy by maintaining Provincetown's authenticity and sense of place.

OBJECTIVE 12: Support Aquaculture

Preserve the aquaculture infrastructure in Provincetown for potential future opportunities and increased Outer Cape collaboration.

Strategy A: Support resources that may provide the region with quality aquaculture products.

Strategy B: Educate the public about Provincetown's aquaculture.

Strategy C: Implement the Harbor Plan recommendations.



OBJECTIVE 13: Blue Economy

Expand Provincetown's recognition as a leader in Blue Economy education and research by engaging partners in collaboration.

Strategy A: 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.

Strategy 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.

Strategy C: 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.

Strategy D: Support research of the feasibility of establishing an accelerator for commercialization and economic growth related to coastal, maritime, and marine studies.



OBJECTIVE 14: Brand Marketing

Increase sustainability of the tourism industry by strengthening efforts to develop Provincetown's brand among arts, culture, and recreation travelers and ensure that brand marketing is inclusive of all protected classes.

Strategy A: 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.

Strategy 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.

Strategy C: 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.



Strategy D: 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.

Strategy E: 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.

Strategy F: Devise and implement policies to create sustainable tourism.

Strategy G: 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.

Strategy H: Support the Stellwagen Bank National Marine Sanctuary Visitor Center as it contributes to other economic objectives, including attracting visitors to Provincetown.



OBJECTIVE 15: Hospitality Opportunities

Pursue and support development of a conference center to provide economic activity during the shoulder and winter seasons to diversify the tourism economy, and create educational opportunities, without sacrificing the benefits of the quiet off-season environment for year-round residents.



Strategy A: 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.

Strategy 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.

Strategy C: 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.

Strategy D: Redevelop existing properties to be more modern and accommodate events. Initiate discussion with potential property owners to understand interest and plans.

Strategy E: Collaborate with the National Seashore to keep over sand access to beaches open earlier or later into the shoulder seasons.

Strategy F: Broaden constituent events for interest groups such as: rowers, cyclists, skateboarders, body builders, boaters, bears, birders, swimmers, international touring shows, car shows, movie/television filming, and other future Provincetown visitors.

Strategy G: Ensure all shoulder and winter season activities do not conflict with the quiet, off-season environment that year-round residents love and cherish.



OBJECTIVE 16: Arts and Culture Economy

Continue to grow the strength of the arts and culture economy in Provincetown.

Strategy A: 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.

Strategy 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.

Strategy C: 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.



Strategy D: Encourage eco-tourism by promoting the awareness of the fragility of the Town’s natural resources and attracting visitors that will love and respect the environment.

OBJECTIVE 17: Community Input

Encourage community input in growth and development initiatives.

Strategy A: Promote widespread involvement in Participatory Budgeting, allowing people to decide together how to spend public money.

Strategy B: Encourage community-centered, public-private partnerships.

Strategy C: 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.



OBJECTIVE 18: Sustainable Economic Growth

Prioritize inclusive, equitable, and sustainable economic growth that is centered around investing in and addressing the needs of the community.

Strategy A: Assess economic development capacity to decouple economic growth from environmental degradation and polarizing income distribution.

Strategy B: Assess the social, economic, and environmental impact on economic industries, especially large sectors like tourism, to increase transparency around findings.

Strategy C: Assess the scaling up of financing opportunities to create inclusive and sustainable economic growth.

Strategy D: Encourage future economic growth sectors to provide evidence-based analysis to promote economic diversification, sustainable growth, and effective natural resource management.

Strategy E: 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).

Strategy F: 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.

Public Health

OBJECTIVE 1. Expand Sewer Capacity and Protect Drinking Water Supply

Protect ground water quality, the environment, and the health of the town's residents, workers, and visitors.

Strategy A: Implement the sewer expansion plan to increase environmental and public health protection.

Strategy B: Manage potable and non-potable water usage to protect public drinking water quality and supply.

OBJECTIVE 2. Assess and Address Community Public Health Needs

Provide public human services for behavioral health challenges, including addiction and depression, and partner with private health care providers to ensure appropriate education and care is available for our diverse populations.

Strategy A: 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.

Strategy 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, undocumented immigrants, seasonal workers, LGBTQIA+, and older adults.

Strategy C: 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.



OBJECTIVE 3. Implement Public Health Mitigation Strategies

Promote preventive health medical services that help prevent public health emergencies and access to preventive medication.

Strategy A: Identifying methods to reduce the risk of public health hazards or reduce losses to hazards that occur.

Strategy B: Where possible, integrate public health mitigation strategies and response/recovery plans with public and private service entities.

Strategy C: Ensure public health preparedness plans outline planned operations, planning, logistics, and financing.



Strategy B: Collaborate with Outer Cape Health Services to provide health services that are identified as a priority for the region.

Strategy C: 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.

Strategy D: Coordinate the regional public health service provider plan with public safety, fire, police and emergency response.



OBJECTIVE 4. Explore Regionalization for Public Health Services

Work collaboratively with the other Outer Cape municipalities to identify opportunities to share resources and offer additional health services.

Strategy A: 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.



Emergency Preparedness

OBJECTIVE 1. Mobilization plans for each potential emergency

Strategy A: Maintain effective training and exercise plans.

Strategy B: Perform mock disaster scenarios to test and improve the Law Enforcement/Fire/EMS Mobilization Plans.

Strategy C: Maintain and update the Community-to-Community Mobilization Plan (mutual aid), and Community-to-State Mobilization Plan (mutual aid).

OBJECTIVE 2. Continue to implement and update the Hazard Mitigation Plan

Prevent or diminish the potential loss of life and property due to a natural or man-made hazards/disasters.

Strategy A: Implement the 2021 Hazard Mitigation Plan and update the plan in 2025.

Strategy B: Include expanded planning for radiological release (from the decommissioned Pilgrim Nuclear Power Station), 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.



Strategy C: 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.

OBJECTIVE 3. Implement mitigation strategies

Strategy A: Through programs, planning, and monitoring (testing and maintenance), continue identifying methods to reduce the risk of hazards or reduce losses to hazards that occur.

Strategy B: Where possible, integrate mitigation strategies and response/recovery plans with public and private service entities.

Strategy C: Ensure preparedness plans outline planned operations, planning, logistics, and financing.



OBJECTIVE 4. Update community and municipal preparedness actions for each type of emergency.

- Strategy A: 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.
- Strategy B: Develop plans for evacuation routes, including air, water, and alternatives to driving.
- Strategy C: Develop rescue plans for all types of emergencies and hazard reduction plans to prevent further calamity.
- Strategy D: Create and test (if necessary) utility emergency operations plan including ensuring electric security and reliability.
- Strategy E: Review continuity of operations/continuity of government plan that demonstrates a transparent chain of command/organizational chart, specific to each emergency.
- Strategy F: Review local, regional, and state emergency networks.

OBJECTIVE 5. Outline specific recovery actions.

- Strategy A: Ensure recovery is included 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.
- Strategy 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.
- Strategy C: 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.



Strategy D: Recognize and invest in the caring-giving economy. Care giving is found in a variety of formal and informal economic settings, including: health education, childcare, early childhood education, disability and long-term care, as well as elder care; this includes unpaid care that is given, for example, by family and community members, often because there is a lack of access to quality services that comprises a significant portion of the health economy that is not tracked.

Strategy E: Devote resources to remote education and lifelong learning as part of a comprehensive recovery plan.



OBJECTIVE 6. Create a Public Health Plan for possible future pandemics

Strategy A: Secure funding for pandemic public health planning

Strategy B: Increase education for preventing the spread of communicable diseases.



OBJECTIVE 7. Create a succinct centralized multimedia communication network for emergency notification

- Strategy A: 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, U.S. Postal Service notices, tax, and water bill notifications.
- Strategy B: Information management to preserve communications as factual, clear, and essential.
- Strategy C: Create systems of communication that are or can be made accessible to people of color, underserved and disenfranchised community members (i.e., those lacking English language, television, radio, cellular phone, or internet service).

- Strategy D: Maintain and enable two-way communications systems that provide pre-impact, initial actions, continuing actions, and demobilization information.
- Strategy E: Provide site-specific information within Provincetown that is also connected to regional and state information.
- Strategy F: Create leadership cooperation between the emergency communication team and communication representative in charge of specific emergency types.

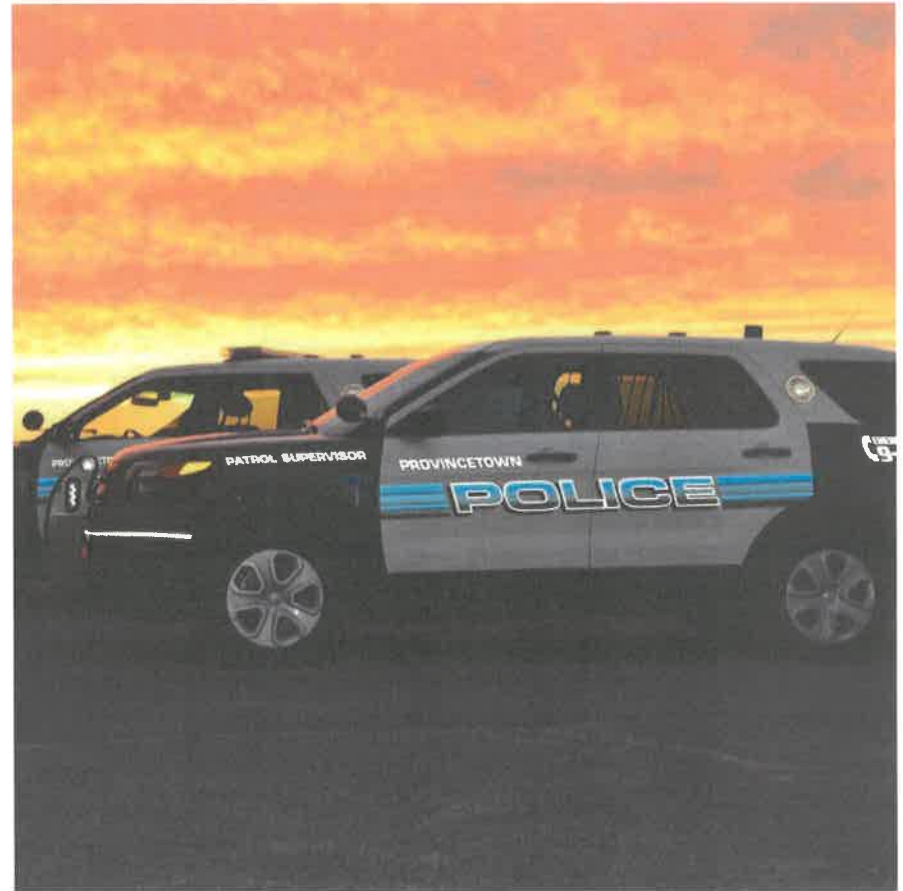


Table 2.1 | List of natural hazards for Provincetown

Type of Natural Hazard	According to weather data, is there a history of this hazard happening in Provincetown	What resources were used to make that determination?	According to the Planning Team, could this hazard happen in Provincetown	Why was this determination made?
Coastal Erosion/ Shoreline Change	Yes	Massachusetts Coastal Zone Management MVP Workshop Local knowledge from Town Staff	Yes	History of erosion and shoreline change in Provincetown
Dam (culvert) Failure	No	Massachusetts Hazard Mitigation Plan Ma Department of Dam Safety Local knowledge from Town Staff	Yes	Several culverts are located in (or proximate to) Provincetown
Earthquake	No	Massachusetts Hazard Mitigation Plan Local knowledge from Town Staff	Yes	No history of earthquakes in Provincetown (but there is a history of earthquakes in Massachusetts
Fire (urban and wild)	Yes	Massachusetts Hazard Mitigation Plan Barnstable County Wildfire Protection Plan Local knowledge from Town Staff	Yes	History of urban fire in town, and CCNS land is vulnerable to wild fire with warmer, drier summers.
Flood	Yes	Massachusetts Hazard Mitigation Plan MVP Workshop Local knowledge from Town Staff	Yes	History of flooding in Provincetown and town's geographic location.
Hurricanes and Tropical Storms	Yes	Massachusetts Hazard Mitigation Plan National Hurricane Center Local knowledge from Town Staff	Yes	History of hurricanes and tropical storms in Provincetown.
Landslide	No	Massachusetts Hazard Mitigation Plan Local knowledge from Town Staff	Yes	No history of event, but sandy soils could be destabilized from water saturation.
Nor'easters	Yes	Massachusetts Hazard Mitigation Plan MVP Workshop Local knowledge from Town Staff	Yes	History of nor'easters in Provincetown and New England.

Table 2.1 | List of relevant natural hazards for Provincetown (cont.)

Type of Natural Hazard	According to weather data, is there a history of this hazard happening in Provincetown	What resources were used to make that determination?	According to the Planning Team, could this hazard happen in Provincetown	Why was this determination made?
High winds	Yes	Massachusetts Hazard Mitigation Plan MVP Workshop Local knowledge from Town Staff	Yes	History of high winds in Provincetown
Thunderstorms	Yes	Massachusetts Hazard Mitigation Plan MVP Workshop Local knowledge from Town Staff	Yes	There is a history of thunderstorms in Provincetown.
Extreme temperatures	Yes	Massachusetts Hazard Mitigation Plan Local knowledge from Town Staff	Yes	History of extreme cold and hot temperatures in Provincetown.
Tornados	No	Massachusetts Hazard Mitigation Plan Local knowledge from Town Staff	Yes	Provincetown does not have a history of tornados, but a tornado occurred in Harwich, and Yarmouth in July 2019 and tornado warnings have been issued in Barnstable County in recent years.
Drought	Yes	Massachusetts Hazard Mitigation Plan Local knowledge from Town Staff	Yes	History of drought in Barnstable County.
Severe winter weather	Yes	Massachusetts Hazard Mitigation Plan MVP Workshop Local knowledge from Town Staff	Yes	History of severe winter weather in Provincetown
Tsunami	No	2013 Massachusetts Hazard Mitigation Plan Local knowledge from Town Staff	Yes	The probability of a damaging tsunami impacting Massachusetts is unknown
Sea Level Rise	Yes	2013 Massachusetts Hazard Mitigation Plan Local knowledge from Town Staff MVP Workshop Cape Cod Commission Sea Level Rise Viewer	Yes	History of sea level rise in Provincetown

Capital Facilities Plan

Identifies needs and recommends means to provide adequate community facilities to meet the Town’s current and projected needs that are consistent with the goals of the Local Comprehensive Plan and the Regional Policy Plan, and without placing undue burdens on the Town’s financial resources.

Existing Infrastructure Systems and Challenges or Constraints

Public Buildings	Address	Description	Challenges or Constraints
Town Hall	260 Commercial St.	Historic 1886 Town Hall providing office space for Administration & Community Development	Last renovated in 2010; located in flood zone; paper records stored in basement; basement flooded in 2018
Veterans Memorial Community Center (VMCC)	2 Mayflower St.	Former elementary school built in 1955, Now houses DPW, Recreation, Council on Aging, Dept. of Human Services, MIS, & is an Emergency Operations Center	Stairs to Grace Hall Parking Area need to be replaced
School	12 Winslow St.	Former high school built in 1931 and now the Provincetown IB School	Ongoing maintenance
Freeman Building	330 Commercial St.	Built in 1873 as the former Library, renovated in 1977, houses Tourism Office & Provincetown Community Television (PTV)	Building lacks a generator; the HVAC system is nearing the end of its usable lifespan; Located in flood zone; needs extensive interior and exterior restoration
Library	356 Commercial St.	Built in 1860, former Church and Museum, renovated into library in 2005.	The rear storage building is not conditioned and in need of renovation/replacement
Police Station (Former)	26 Shank Painter Rd.	Former funeral home built in 1975 and serving as a police station since 1986.	Building outlived its usable lifespan and a new facility on Jerome Smith Road opened in 2024; property is anticipated to be redeveloped for housing
Police Station (New)	2 Jerome Smith Rd.	Constructed 2022-2024	
Fire Station HQ	25 Shank Painter Rd.	Built 1993-1994	Located in flood zone. Ongoing maintenance
Fire Station No. 2	189 Commercial St.	Provides seasonal public restrooms added in 2010	Located within flood zone; unused upper stories proposed to be repurposed for municipal employee housing
Fire Station No. 3	254 Commercial St.	Constructed Circa 1859, used as an information center for civic and nonprofit events	Located within flood zone; limited uses due to close proximity to adjacent structures

Public Buildings	Address	Description	Challenges or Constraints
Fire Station No. 4	4 Johnson St.	Built in 1888, still managed by the Fire Department	Unable to house a ladder truck.
Fire Station No. 5	514 Commercial St.	Built in 1870, still managed by the Fire Department	Located in flood zone
DPW Garage	24 Race Point Rd.	Highway Garage	Buildings nearing end of usable lifespan and will need to be replaced or significantly upgraded.
The Commons	46 Bradford St.	Former Governor Bradford School built in 1930s; currently leased to a nonprofit hosting year-round coworking space for creative individuals, artists, entrepreneurs, and start-up businesses—as well as being a space for education and community gatherings	Needs a finial or weathervane on the cupola
MPL Public Restrooms	19 Ryder St. Ext.	Located near the CCRTA bus stop and central VAC building.	Located in flood zone; undersized for volume of visitors; potential for future Stellwagen Visitor Center to provide new restroom facilities.



Transportation	Address	Description	Challenges or Constraints
MacMillan Pier & Harbormaster Building	1 MacMillan Wharf	1,200 feet long working pier with commercial fishing boat slips, docks, and passenger ferry service.	Additional dingy dock space is needed; expanding dock areas should be explored
Municipal Airport	176 Race Point Rd.	3,500 feet long runway and terminal located within National Seashore; terminal renovated in 1998; replacement of runway lighting, taxiway modifications and landing light upgrades were completed in 2020.	Located in flood zone. Limited size and flight destinations. Ongoing maintenance.
Roadways, Street Parking & Drainage	Town-wide System	16.4 miles of local roads, most containing subsurface utilities, including water, sewer, and drainage pipes.	Phase 5 reconstruction of Commercial street. Need side streets (between Bradford St. and Commercial St.) and east end commercial street to be resident parking only. Want to encourage visitors to park in the public parking areas. General lack of electric vehicle charging stations.
Grace Hall Parking Lot	12 Winslow St.	Municipal Parking Lot, staffed. 354 spaces, open 24 hours a day, \$2.50 per hour \$25 maximum in 24 hours	Potential location for additional parking capacity via parking deck structure
MacMillan Pier Parking Lot (MPL)	Ryder St. Ext.	Municipal Parking Lot, staffed. 323 spaces, open 24 hours a day, \$3.50 per hour \$35 maximum in 24 hours. Four (4) Level 2 electric vehicle charging station ports.	Proposed Stellwagen Bank visitors center will eliminate approximately 50 to 60 parking spaces. Only parking lot in town with electric vehicle charging stations.
Ryder Street Parking Lot	Ryder St.	Public on-street parking and Town Hall parking. 26 spaces	Parking spaces are eliminated Saturday mornings in the summer during the Farmer's Market
Jerome Smith Parking Lot	16 Jerome Smith St.	Municipal parking lot previously provided 40 spaces prior to new Police HQ	Also provides short-term parking for RVs.
Johnson Street Parking Lot	363 Commercial St.	Municipal Parking Lot. 34 spaces	
West End Parking Lot	55-57 Commercial St.	Municipal Parking Lot. 45 spaces	Flood pathway during storms.

Transportation	Address	Description	Challenges or Constraints
Alden Street Parking Lot	126 Bradford St.	Municipal Parking Lot, and on-street parking. 33 spaces	
School Street Parking Lot	7 Tremont St.	Municipal Parking Lot. 27 spaces	
Harry Kemp Parking	Harry Kemp Way	Public on-street parking. 34 spaces	
Winslow Parking	Winslow St.	Public on-street parking. 50 spaces	
Fire Station Parking Lot	Shank Painter Rd.	Municipal Parking Lot. 27 spaces	Drainage issues.
Commercial Street: Boatslip to Coastguard Station Parking	Commercial St.	Public on-street parking. 29 spaces	
Commercial Street: Across from Provincetown Inn	Commercial St.	Public on-street parking. 10 spaces	
Bradford Street Extension: Across from Victor's	Bradford St. Ext.	Public on-street parking. 9 spaces	
Town Landings	Kendall Ln., Atkins Ln., Washington Ave., Pearl St. (#1), Freeman St. (#2), Gosnold St. (#3), Court St. (#4), Atlantic Ave. (#5), Good Templar Pl. (#6), Coast Guard/111, Commercial St. (#7), Capt. Jack's (#8), Pilgrim's Landing	12 Public Landings	Poor signage, not uniformly maintained or marked, not mapped. Need capital investment and better maintenance plans. Lack of public awareness of these access points.



Public Spaces	Address	Description	Challenges or Constraints
Waterfront Memorial Park	19 Ryder St. Ext.	Established in 1988. Administration.	Will need to be redesigned when the Stellwagen Bank Visitor Center is built. Needs planning for a new fisherman's memorial and overall rehabilitation. Lighting no longer functions, seating is in the wrong position, dead trees, and boardwalk requires maintenance/replacement.
Motta Field – multi-use active recreational fields: baseball, softball, soccer, tennis	25 Winslow St.	Acquired from the Lions Club of Provincetown in 1935. The field was named for Corporal Manuel V. Motta in 1951. Contains athletic fields for active recreation and sports. Recreation. 200,300± sq. ft.	Town approved \$100,000 in 2021 for planning and designing facility improvements. Requesting \$12 million in 2024 to redesign/rehabilitate the field for subsurface sewer infiltration and current community programming.
Soccer Field - off Jerome Smith	16 Jerome Smith Rd.	Soccer Field. 61,300± sq. ft. Recreation	Planned to be redeveloped with a satellite sewage treatment plant.
Skate Park (<i>former</i>)	16 Jerome Smith Rd.	7,300± sq. ft. Skate Park. Removed in 2022 for the new police station construction.	Planned new skate park is part of the Motta Field redevelopment.
Library	356 Commercial St.	Front Lawn: grass and benches; Rear yard: adjacent to storage building - Library	Rear yard is highly underutilized and needs master planning and complete renovation
Chelsea Earnest Playground & ball courts	1 Bradford St.	West End Playground. Basketball fencing was replaced in 2021. Recreation	Maintenance. Playground equipment is nearing the end of its useful lifespan.
Mildred Greensfelder Playground & ball courts	211A+B Bradford St.	East End Playground. Recreation	Maintenance
Bas Relief	106 Bradford St.	Historic Monument and Lawn. Administration. Cleaned in 2019.	Maintenance
Town Hall Lawn	260 Commercial St.	Functions in part as a town green. Administration	Ongoing maintenance, including older elms and other trees that will need to be replaced; historic monuments that will need refurbishment
Cannery Wharf Park (<i>Former Hall Property</i>)	387 Commercial St.	Recreation	Funding for proposed design improvements approved in 2022. Construction beginning 2024.

Public Spaces	Address	Description	Challenges or Constraints
Pilgrims' First Landing Park	Province Lands Rd.	Constructed in 1956 on reclaimed land. Last renovated/landscaped in 2020.	Park is located in a rotary designed in the 1950s for vehicles; parked cars obstruct views and the park does not communicate with the breakwater and beach; needs a complete traffic/landscape plan.
Bus Stop Park	19 Ryder St. Ext.	Proposed to be reconfigured / replaced with Stellwagen Bank visitor center plan. Administration	Insufficiently sized for the volume of travelers and poorly oriented to the busses using the site.
VMCC Playground	12 Winslow St.	Recreation	Maintenance
West End Beach and Boat ramp	55-57 Commercial St.	Harbor access and small beach.	Limited functions at low tide for boat launch.
Lopes Square	1 MacMillan Wharf	Benches and trash facilities that serve nearby take-out restaurants. Administration	Maintenance
Fishermen's Memorial	MPL Parking Lot	Future project.	No design/planning at this time.
Former VFW site	3 Jerome Smith Rd.	1959 VFW Building purchased by Town in 2013 to be demolished and is anticipated to be affordable housing. RFP issued for affordable housing with selection in fall 2021.	Site is anticipated to be redeveloped for a mix of affordable year-round rental and market-rate rental.

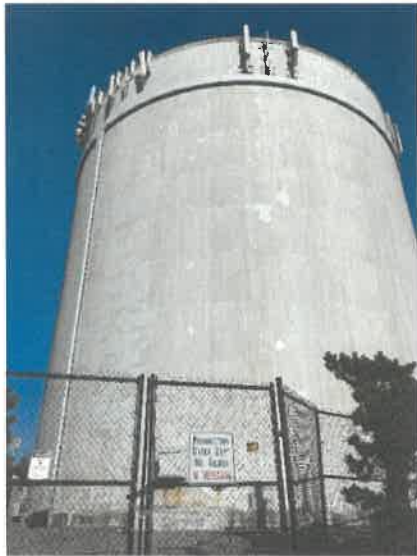


Public Spaces	Address	Description	Challenges or Constraints
Pilgrim Bark Park	229 Route 6	Dog active recreation and people passive recreation.	Maintenance
Ryder Street Beach	Off Ryder St. Ext.	Public beach area for active recreation. Ryder St. Dune Project to enhance flood protection is partially approved (Conservation, Army Corps, MEPA approvals obtained; Ch. 91 license is pending); preliminary plans completed; awaiting funding for final construction.	Outfall pipe. Planned Ryder St. Dune Project needs funding.
Conservation Lands & Open Spaces	Multiple sites townwide	Identified in the Open Space and Recreation Plan	See Open Space and Recreation Plan
Winthrop St. Cemetery	43 Winthrop St.	Very passive recreation.	Maintenance of overgrowth and pathways. Monument/headstone restoration.
Town Cemetery	24 Cemetery Rd.	Three sections: Alden, Gifford, Hamilton. Very passive recreation.	Maintenance and limited capacity for future expansion.
B Street Community Garden	6R Browne St.	Gardening plots for seasonal cultivation	Maintenance, located within flood zone.
Suzanne's Garden	608 Commercial Street	Public flower garden	Maintenance
Site Y and Nature Path	63R Howland St.	Conservation Land	Maintenance

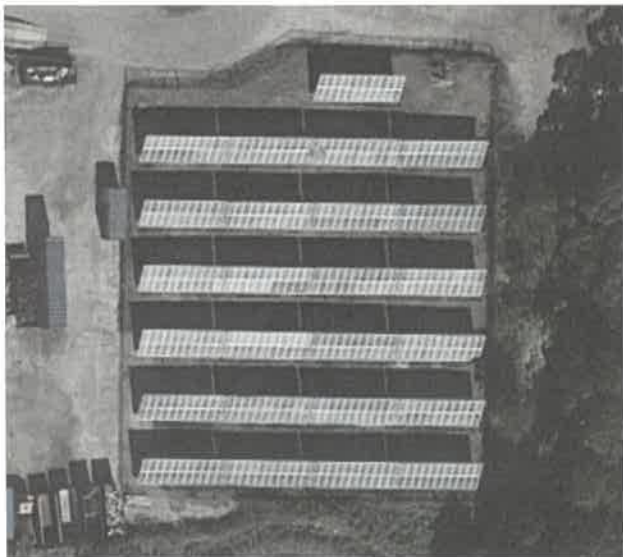


Public Services	Address	Description	Challenges or Constraints
Drinking Water Distribution System (mains, pipes, etc.)	Town wide and Truro;	45 miles of water main, two water storage facilities, one booster pump station, 700 gate valves, 191 registered backflow prevention devices, and 282 fire hydrants.	Limited natural supply of potable ground water. Drought. Dependent on Town of Truro and inter-municipal cooperation. Additional wellfield and new water tower planning is needed to expand system after 2030 to meet projected future water demand.
Winslow Street Water Tank No. 2	7 Captain Bertie's Way	Built 1977-1978 with a capacity of 3.8 million gallons	Maintenance.
Mt. Gilboa Water Tower	120 Mt. Gilboa Rd.	Built in 1964 with a capacity of 2.7 million gallons	Nearing end of life expectancy and will need to be addressed in the near future.
Knowles Crossing Water Treatment Facility	Shore Rd. N. Truro	1.2 million gallon-per-day water-filtration facility (membrane filtration for iron and manganese removal, disinfection, and pH adjustment); total water withdrawal for 2019 was 242,645,728 gallons (6.7% increase over 2018)	Permitted withdrawal is 850,000 gallons per day; Town used about 80% of this in 2022; additional water and/or conservation needed to accommodate future growth
South Hollow Corrosion Control Facility		734,000 gallon-per-day corrosion-control facility	
South Hollow Wellfield (4242000-03G)	Truro	Six active individual wells	Safe Yield limited by saltwater upconing (under extreme pumping conditions)
Knowles Crossing Wellfield (4242000-02G)	Shore Rd. N. Truro	Three individual wells	Safe Yield limited by saltwater upconing (under extreme pumping conditions)
Paul Daley Wellfield		Water is delivered to the Knowles Crossing Treatment plant through a 10-inch raw water transmission main on Route 6.	
North Union Field Wellfield (4242000-06G & 07G)		Two gravel packed wells .734 Million Gallon per Day (MGD) corrosion control facility;	

Public Services	Address	Description	Challenges or Constraints
Emergency Wells (4242000-04G & 05G)	Former North Truro Air Force Base, within the Cape Cod National Seashore	Two additional wells for an emergency supply	MOU with CCNS on file for operating wells during emergency. Limited to 300K gpd, DEP to be notified prior to emergency use, possible emergency declaration with DEP
Solid Waste & Recycling/Transfer Station	90 Race Point Rd.	Allowed to handle a maximum of 5,000 tons of Municipal Solid Waste per year (2020 tonnage was 2,431)	Limited availability of places to move waste; increased cost of moving recyclable materials; volatility in the waste market; limited space to restructure the recycling collection system
Sewer Collection System (mains, pipes, etc.)	Throughout Town	Mix of vacuum and gravity sewer collection system with 10 lift stations including CVS	System expansion was approved for townwide service in phases 6 and 7 anticipated between 2024-2027 and 2027-2030.
Sewer Treatment Plant	200 Route 6	Current Ground Water Discharge Permit allows us to treat and dispose to effluent beds 750,000 gallons per day.	State of Limited Capacity prohibits existing properties from connecting to sewer and significantly inhibits future development.
Central VAC	19 Ryder St. Ext.	5 pumps	Power outage in July 2018 and flooding in January 2018 demonstrated vulnerability; Additional system upgrades anticipated.



Other Services	Address	Description	Challenges or Constraints
Power Distribution	Eversource Energy	Publicly traded, Fortune 500 energy company with several regulated subsidiaries offering retail electricity, including town-wide electric power distribution.	Single source. Above ground power lines more susceptible to damage and power loss.
Solar Farm	90 Race Point Rd.	In cooperation with Cape & Vineyard Electric Cooperative, Broadway Electric installed and maintains 814 panel solar array producing 236 kW. The Town purchases below-market electricity as part of the cooperative agreement.	
Battery Storage	90 Race Point Rd.	Eversource. 24.9 megawatt/38-megawatt hour battery storage system that can provide 10 hours of back-up in the winter and up to 3 hours in the summer. Additionally, it will defer the need to construct a 13-mile distribution line.	Should be connected to Town's solar array for more resiliency/self-sufficiency.
Comcast Cable and Internet		Comcast is an independent telecommunications conglomerate that provides cable and internet services.	Not completely townwide.
OpenCape Fiber Optic Broadband	Barnstable Village	OpenCape Corporation is a 501c3 not for profit technology company that provides broadband internet service to government buildings, schools, colleges, hospitals, public safety agencies and research institutions. Also sells a variety of Internet and Voice-Over-Internet services to businesses.	Underutilized resource for businesses. Does not provide service to residential homes in Provincetown. Limited to a portion of Bradford Street

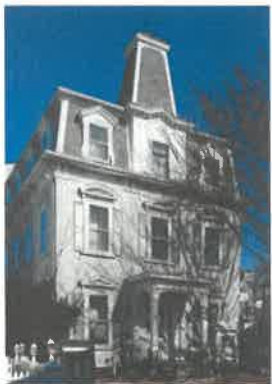


Capital Facilities and Infrastructure Projects Needed to Support Growth or Redevelopment

Project Name	Description	Funding Sources and Strategies	How this supports the Vision and Growth Policy	How this aligns with and supports the Regional Capital Plan
Expand wastewater infrastructure to serve the community's current and future needs	Expand access to the municipal sewer allowing all buildings and facilities to the municipal sewer	Federal & State Grants, Municipal Capital Funds and/or Bonding	Goal of the Growth Policy and protects natural environment, supports economic growth and housing opportunities	Promotes long-term sustainability and resiliency & enhances the efficient provision of services and facilities that respond to the needs of the region while protecting natural resources
26 Shank Painter Road Redevelopment (Former Police Station)	Providing attainable, year-round, rental housing for those earning above 80% AMI	Municipal Capital Funds and/or Bonding	Enables the Town to provide attainable year-round, rental housing for residents and the region	Promote the production of an adequate supply of ownership and rental housing that is safe, healthy, and attainable for people with different income levels and diverse needs
Fire Station & Rescue Services	Provide adequate accommodations for staff, sufficient storage of ambulances and fire training services	Federal & State Grants, Municipal Capital Funds and/or Bonding	Supports year-round and high seasonal demands for fire response and emergency ambulance services	Coordinate services to enhance the efficient provision of facilities and emergency response that respond to the needs of the region



Project Name	Description	Funding Sources and Strategies	How this supports the Vision and Growth Policy	How this aligns with and supports the Regional Capital Plan
Town-wide Facilities and Coordinated Services Delivery Plan	Comprehensive assessment of existing municipal facilities and services to develop a plan with recommendations for maintaining and improving the efficient delivery of services, scheduling long-term maintenance, and identifying funding to meet current and future public needs	Federal & State Grants, Municipal Capital Funds and/or Bonding	Maintain sustainable community infrastructure; provide quality public services; adopt technological innovations; support cooperative civic engagement	Coordinate the siting of capital facilities and infrastructure to enhance the efficient provision of services and facilities that respond to the needs of the region
Freeman Building Planning and Restoration	Needs analysis, interior, and exterior restoration for this historic facility that currently houses the Tourism Department and Provincetown Television to meet current and future public needs	Federal & State Grants, Municipal Capital Funds and/or Bonding	maintain sustainable community infrastructure; embrace cultural heritage and preserve historic structures; endorse artistic expression; provide quality public services,	Coordinate project construction with other planned or needed infrastructure projects; Improve the quality or availability of service; Provide site sharing or space for other providers or types of infrastructure
Reliable, uninterrupted electricity service	Install clean, renewable power generation, additional Uninterruptible Power Sources (UPS), and other innovative smart grid and micro-grid technology	Eversource, Federal and State Grants	Increases resiliency of energy generation and delivery that will be required to power homes and businesses	Energy Goal: To provide an adequate, reliable, and diverse supply of energy to serve the communities and economies of Cape Cod



Project Name	Description	Funding Sources and Strategies	How this supports the Vision and Growth Policy	How this aligns with and supports the Regional Capital Plan
Climate and Coastal Resiliency Plan	Implement the projects designed to protect capital facilities and infrastructure from the negative impacts of sea level rise and increased storm damage	Federal & State Grants, Municipal Capital Funds and/or Bonding	Protect the natural environment and prepare for climate change; advocate progressive ideals	To prevent or minimize human suffering and loss of life and property or environmental damage resulting from storms, flooding, erosion, and relative sea level rise
Expand the HVAC / Mechanical Systems Maintenance Plan	Implemented in 2018 for four major buildings; the goal is to expand this program to more municipal buildings	Federal & State Grants, Municipal Capital Funds and/or Bonding	Provide additional municipal facility maintenance planning; decrease down/repair time for HVAC systems; improve efficiency;	Improve the quality or availability of service; Ensure capital facilities and infrastructure promote long-term sustainability and resiliency
Public Restrooms	Identify locations to increase access and availability of public restroom facilities and provide funding for staff attendants	Federal & State Grants, Municipal Capital Funds and/or Bonding, Private businesses	Provides amenities needed to support tourism and economic growth	Improve the quality or availability of services; design infrastructure to support greater density and compact land use patterns
Library Storage Building and Garden	Renovate or replace the rear storage building to potentially create programmable library space and create an outdoor reading garden for children, older adults, and visitors	Federal & State Grants	Provide quality public services, value education, care for older adults, support cooperative civic engagement, support tourism	Capital facilities to enhance the efficient provision of services and facilities that respond to the needs of the region; Improve the quality or availability of service
School & Veterans Memorial Community Center Planning	Planning and needs analysis for these aging facilities to determine highest and best uses for maintaining and expanding government services to meet current and future public needs	Federal & State Grants	provide quality public services, value education, care for older adults, support cooperative civic engagement, promote equality and celebrate diversity	Capital facilities to enhance the efficient provision of services and facilities that respond to the needs of the region; Improve the quality or availability of service

Project Name	Description	Funding Sources and Strategies	How this supports the Vision and Growth Policy	How this aligns with and supports the Regional Capital Plan
Route 6 Corridor Parking and Cape Cod Rail Trail Connection	Planning, design, permitting, and construction for adding parking spaces and extending the Cape Cod Rail Trail to connect from Truro to the National Seashore	State Grants	maintain sustainable community infrastructure; create unique visitor experiences	To guide the development of capital facilities and infrastructure necessary to meet the region's needs while protecting regional resources; Use existing rights of way
Shank Painter Road Complete Street Corridor	Constructing a rotary at Route 6, sidewalks, bike lanes, improve drainage, and connecting to the National Seashore bike trail; plan for new zoning	State Grants	maintain sustainable community infrastructure; create unique visitor experiences	To guide the development of capital facilities and infrastructure necessary to meet the region's needs while protecting regional resources;
High Speed Broadband Internet Access	Provide consistent year-round, extremely fast internet broadband to support the business community, remote workers	Private Funding, Open Cape, Federal & State Grants, Municipal Funding, inviting additional broadband providers	Adopt technological innovations, provide quality public services and adequate infrastructure to support future growth	Supports the utilities goals of the regional policy plan and encourages growth of industries appropriate to the diversification of the regional economy
ADA Accessibility to the Harbor / Harbor Loop Project – infrastructure to support the harbor	Provide long-term solutions to allow ADA access to beaches	Federal & State Grants, including the architectural access board	Being inclusive and providing amenities to people of all abilities	Coordinate the siting of infrastructure to enhance efficient provision of facilities that respond to the needs of the region



Project Name	Description	Funding Sources and Strategies	How this supports the Vision and Growth Policy	How this aligns with and supports the Regional Capital Plan
Implement the Objectives of the Municipal Harbor Plan	Improve harbor water quality; keep beaches nourished, protected, and clean; improve harbor access; maintain and expand facilities and services supporting maritime activities for all users	Federal & State Grants, Municipal Capital Funds and/or Bonding, Private businesses	foster maritime activities; protect the natural environment and prepare for climate change; create unique visitor experiences; embrace cultural heritage and preserve historic structures	Design infrastructure that supports traditional maritime activities; ensure capital facilities and infrastructure promote long-term sustainability and resiliency
Beach and Harbor Maintenance	Create and implement a Beach Nourishment Plan and a Harbor Dredging Plan	Federal & State Grants, Municipal Capital Funds and/or Bonding, Harbor Access Gift Fund	Supports blue economy and protects harbor front properties from coastal threats, including sea level rise	Design infrastructure that supports traditional maritime activities
Replace and extend the public courtesy float	Extend the public float from 40 to 60 feet	State Grants, local funding	Increase public access to water resources	Design infrastructure that supports traditional maritime activities
Upgrade Transportation Float and Gangways	Upgrade Transportation Float and Gangways	Federal & State Grants, Municipal Funding	Transportation Connectivity with Plymouth and Boston	Design infrastructure that supports traditional maritime activities
Wave attenuator expansion	Expand the wave attenuator to protect the east side of the fishing fleet	Federal & State Grants, Municipal Funding	Supports blue economy goals	Design infrastructure that supports traditional maritime activities
Expanding Drinking Water Sources and Distribution System Capacity	Developing plans for emergency water shortages and low-cost desalinization	Regional planning from state and federal funds	Supports the Town's ability to grow housing and tourism business sector	Ensure capital facilities and infrastructure promote long-term sustainability and resiliency



Project Name	Description	Funding Sources and Strategies	How this supports the Vision and Growth Policy	How this aligns with and supports the Regional Capital Plan
Implement the Objectives of the Open Space and Recreation Plan	Maintain, enhance, and expand recreational opportunities for the community and visitors to enjoy the parks, fields, and open spaces	Federal & State Grants, Municipal Capital Funds and/or Bonding, Harbor Access Gift Fund	protect the natural environment and prepare for climate change; provide quality public services; create unique visitor experiences	Improve the quality or availability of service; development of capital facilities and infrastructure necessary to meet the region's needs while protecting regional resources
Expanded Cellular Service	See the Strategies and Targeted Actions the Town intends to take to work with service providers to improve cellular services	Federal & State Grants	Support year-round economy, services critical to public safety issues, including shark attacks and high calling capacity during peak season	Supports the utilities goals of the regional policy plan
Energy Independence	Creating a micro-grid to reduce the Town's carbon footprint and support renewable energy for the community	Federal & State Grants, Municipal Capital Funds and/or Bonding	Town's solar array and battery storage facility can be combined with other initiatives to increase energy independence	Supports carbon reduction/carbon neutral goals of the Commonwealth; Supports Climate Action Plan of the Cape Cod Commission
Free/Low-Cost Wi-Fi	See the Strategies and Targeted Actions the Town intends to take to work with service providers to improve Wi-Fi services	OpenCape, Federal & State Grants	Provides services for year-round employees and underserved populations	Supports the regional community development goals



Project Name	Description	Funding Sources and Strategies	How this supports the Vision and Growth Policy	How this aligns with and supports the Regional Capital Plan
Grace Hall Parking Deck	Site feasibility, planning, design, permitting, and construction for adding/replacing parking spaces anticipated to be lost by creating new green space at the MPL Parking Area	TIP funding, regional, state, and federal resources, bonding	Provides additional parking spaces outside of the flood zone and within walking distance to the Town Center Commercial District within the existing parking area footprint	Locate Infrastructure Outside of Flood-Prone or High-Hazard Areas; Improve the quality or availability of service; Use existing utility easements and/or rights of way; Encourage growth of industries appropriate to the diversification of the regional economy
Burying Power lines	Moving all above-ground, overhead utilities, including power and tele-communication, underground	Eversource, Federal and State Grants, Power Customers	Increases resiliency of energy delivery that will be required to power homes and businesses	Co-locate Infrastructure or Locate Infrastructure Underground; provide an adequate, reliable, and diverse supply of energy
U. S. Postal Service and Package Delivery	Contacting U. S. Senators and US Representatives to make changes at the Federal level to improve and ensure dependable and reliable US Postal delivery services	N/A	Supports economic growth for businesses and individuals working from home who rely on the shipping and mailing network	Encourages growth of industries appropriate to the diversification of the regional economy



Critical Facilities

Table 3.6 | Critical Facilities in Provincetown

Type of Critical Facility		Name of Critical Facility			
Essential Facilities	Assets that are essential to the health and welfare of the whole population and are especially important following hazard events. The potential consequence of losing these assets is so great that they were carefully inventoried. The building, contents and function/services provided to the community are significant. Source: FEMA How-to Guide 2/ FEMA 386-2	Provincetown Town Hall	Fire Station #4		
		Emergency Operations Center/ Veterans Memorial Community Center	Fire Station #5		
		DPW Garage	Provincetown High School		
		Provincetown Police Station	Outer Cape Health Services		
		Provincetown Marina	Stop and Shop		
		Coast Guard Pier	Herring Cove Animal Hospital		
		Coast Guard Station	Provincetown Public Library		
		Provincetown Fire Station	Maushope Senior Housing		
		Seashore Point	Long Point Dike		
		Transportation Systems	Critical assets in all 5 modes of transportation (air, road, transit, rail, sea). Source: FEMA How-to Guide 2/ FEMA 386-2	Route 6 (town owned)	Municipal Parking Lot
				Route 6A and Bradford Street	Provincetown Airport
Commercial Street	MacMillan Pier				
Shank Painter Road	Flyers and Taves Boat Yards				
Conwell Street	Hatches Harbor Dike National Seashore				
Howland Street					
Lifeline Utilities	Includes wastewater, water, oil, natural gas, electric power, and communication systems			Mount Gilboa Water Tower	South Hollow Treatment Facility
		Provincetown TV Cable Access	North Union Field Pump Station		
		FA Days and Sons Propane and Heating Oil	NPS Emergency Wells #4 and #5		
		Marcey Oil Company	Eversource Battery (at transfer station)		
		Cape Cod Oil Company	South Hollow Booster Pumps		
		Central Vacuum System (CVS)	Power Station		
		Pump Stations #1-#11	Knowles Crossing Water Treatment Facility		
		Marcey's Oil Storage	3 Wells		
		Cape Cod Oil Storage Tank	10 Wells		
		Stormwater Pump House	2 Production Wells		
Radio Station	Wastewater Facility				

Action Plan and Implementation Schedule

The Targeted Action Plan lays out the steps needed to achieve an action and functions like a road map to implementation. Prioritization of Low (5-8 years), Medium (3-5 years), High (1-3 years), and yearly or ongoing emphasizes that this is an aspirational document. Timeframes will shift depending on available resources or to take advantage of opportunities not foreseen at the time the plan was written.

Governance

Strategy	Actions	Governance Targeted Action Items	Responsible Entity	Timeframe / Priority
		Provide anticipated meeting schedule to update the Cape Cod Commission staff on LCP implementation actions	Community Development	Yearly / Recurring
1A		Review and revise town-wide bylaws, regulations, policies, and guidelines in order to simplify the permitting and review of proposed projects where practicable.		
1A	1	Create and appoint members to an implementation committee for implementing the recommendations of the Local Comprehensive Plan	Select Board	High
1A	2	Consider performing organizational/regulatory analysis and/or specialist to consult with the Town	Town Manager	High
1A	3	Analyze bylaws, regulations, policies, and guidelines for consistency and simplicity	Town Manager	Medium
1A	4	Analyze organization structure of town staff, boards and departments to streamline and improve efficiency	Town manager	Medium
1A	5	Draft revisions to bylaws for discussion with Town Staff	Town manager	Medium
1B		Review and consider organization-wide structural changes in order to streamline citizen services, improve efficiency, and enhance service quality.		
1B	1	Meet with Town Staff to review town-wide bylaws, regulations, policies, and guidelines	Town Manager	High
1B	2	Analyze and recommend staff resources needed to support Town boards	Town Manager	High
1B	3	Meet with Town Manager and Select Board to propose organizational changes	Town manager, Human Resources	High
1B	4	Meet with Town Manager and Select Board to review progress and draft changes	Implementation Committee	Medium
1B	5	Ensure Town employees are paid adequately to retain them and to meet the Town's year-round needs	Town Manager, Human Resources	Yearly / Recurring
2A		Provide comprehensive resources and staff support to members of Town boards to ensure they have been given the tools to effectively fulfill their mission.		
2A	1	Meet with Town boards to determine financial and staff needs	Finance Director, Town Manager	Yearly / Recurring
2A	2	Assign appropriate staff time and create budgets	Finance Director, Town Manager	Yearly / Recurring
2B		Review Charter and Bylaws to remove redundant/conflicting jurisdictions among boards and inconsistent regulations.		
2B	1	Review charter following bylaw review to ensure consistency, make recommendations for changes to charter where needed	Charter Compliance Committee	High

Strategy	Actions	Governance Targeted Action Items	Responsible Entity	Timeframe / Priority
2B	2	Present recommendations to Town Meeting	Town Manager, Select Board	High
2C	Encourage regulatory boards to meet together regularly.			
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	High
2D	Undertake a comprehensive review of the functions of town departments, boards, and committees to better understand organizational structure and make recommendations to maximize effectiveness.			
2D	1	Analyze functional structure of town staff, boards, and departments	Town Manager	Medium
2D	2	Make recommendations to streamline and improve efficiency and delivery of services	Town Manager	Medium
2E	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.			
2E	1	Analyze current bylaws, regulations, and policies with Local Comprehensive Plan goals, strategies, and objectives	Town Manager	Medium
2E	2	Recommend revisions to bylaws, regulations, and policies for discussion with the appropriate implementing authorities and/or Town Staff	Town Manager	Medium
2E	3	Present recommendations to approving authority, Town Manager, Select Board or Town Meeting as appropriate	Town Manager & Select Board	Medium
2F	Undertake comprehensive review of town regulations, including zoning and land use, to ensure they support diversity and inclusion.			
2F	1	Analyze regulations to identify potential diversity, equity, and inclusion shortfalls	Diversity Officer	High
2F	2	Make recommendations to improve diversity, equity, and inclusion	Diversity Officer	High
2G	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.			
2G	1	Conduct a comparable community evaluation and identify new efficiencies, structural models, regulations, or other creative management solutions	Community Development	Medium
2G	2	Make recommendations based on the findings of the comparable community evaluation	Community Development	Low



Natural Resources, Open Space, and Recreation

Strategy	Actions	Natural Resources, Open Space, and Recreation Targeted Action Items	Responsible Entity	Timeframe / Priority
1A	Develop plans and priorities for habitat identification and protection.			
1A	1	Create habitat inventories/assessments for each conservation reservation	Conservation Commission	High
1A	2	Identify opportunities to enhance protection for key species or habitat types	Conservation Commission	Medium
1A	3	Create a website or other electronic means for letting visitors know about the habitats, flora, and fauna in these spaces	Conservation Commission	Medium
1B	Maintain and improve air quality so as to ensure a safe healthful, and attractive environment for present and future residents and visitors.			
1B	1	Develop municipal and street tree preservation and planting plan	Tree Committee, Public Landscape Committee	High
1B	2	Explore providing electric vehicle chargers at Conservation parking areas	Conservation Agent, Parking Department, Public Works	Medium
2A	Preserve open space in contributing areas for ground water supply.			
2A	1	Identify opportunities to improve water infiltration within public open space areas	Conservation Commission, Recreation Commission	Medium
2B	Enforce higher water quality and quantity standards for stormwater recharge throughout the community.			
2B	1	Add stormwater recharge standards or regulations to the site plan requirements of the Zoning Bylaw	Planning Board	Medium
2B	2	Identify additional stormwater recharge areas on municipal properties and public roads/sidewalks	DPW	Medium
2C	Preserve and restore the ecological integrity of marine and fresh surface and ground waters.			
2C	1	Use harbor water quality and groundwater testing to inform improvement strategies	Harbor Committee & Conservation	Medium
2C	2	Increase capacity on the public sewer to connect new homes and discontinue septic systems	DPW	Medium
2D	Establish water saving policies.			
2D	1	Develop regulations or standards that require water conservation	Water and Sewer Board, Public Works	High
2D	2	Create incentive programs or voluntary challenges for who can save the most water	Water and Sewer Board, DPW	Medium
2D	3	Provide public taps at water fountains to refill water bottles	Water and Sewer Board, DPW	Medium

Strategy	Actions	Natural Resources, Open Space, and Recreation Targeted Action Items	Responsible Entity	Timeframe / Priority
3A	Provide adequate resources for GIS management.			
3A	1	Upgrade computers, monitors, plotters and other technology to support latest programs	Information Technology Department	Medium
3A	2	Provide regular training and full funding for staff education	Information Technology Department	Medium
3B	Continue to identify and protect critical resource areas.			
3B	1	Map and inventory critical resource areas	Conservation Commission	High
3B	2	Develop management/protection plans for open spaces	Conservation Commission	Medium
3C	Enhance the landscape using low-impact water conservation strategies.			
3C	1	Develop regulations or standards that require LID landscape techniques	Water and Sewer Board, DPW	High
3C	2	Create programs that demonstrate and educate about LID water conservation in gardening and landscaping	Conservation Commission, Water and Sewer Board, DPW	Medium
3D	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.			
3D	1	Identify coastal areas for enhanced protection and create a monitoring and assessment plan	Harbor Committee	Medium
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	Medium
4A	Provide adequate resources for existing Recreation Department, School Department, and DPW.			
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	Medium
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	Medium
4B	Upgrade existing facilities to comply with ADA standards.			
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	High
4B	2	Provide benches and shaded sitting areas at recreation facilities	Recreation Commission	Medium

Strategy	Actions	Natural Resources, Open Space, and Recreation Targeted Action Items	Responsible Entity	Timeframe / Priority
4C	Enforce appropriate and legal use of conservation areas for passive recreation.			
4C	1	Clearly post policies on conservation properties and create a patrol/inspection plan or schedule	Conservation Commission, Police Department	Medium
4C	2	Investigate volunteer stewards program to help monitor activities within conservation lands	Conservation Commission	High
4D	Identify open spaces that are appropriate for additional recreational opportunities.			
4D	1	Develop a strategic plan to increase connectivity between recreation areas and open spaces	Conservation Commission, Recreation Commission	High
4D	2	Collaborate with National Seashore to identify opportunities within federal property	Conservation Commission, Recreation Commission	Medium
4E	Plan for recreational facilities that take into account an aging population.			
4E	1	Motta Field: incorporate new uses and revitalize existing uses	Recreation Commission	Medium
4E	2	Implement the recreation strategies of the 2020 Recreation Plan	Recreation Commission	Medium
4F	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.			
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	Medium
4F	2	Provide regular training and full funding for staff education on multimedia technology	Recreation Commission, Information Technology Department	Medium
4F	2	Create additional video content for advertising and outreach	Recreation Commission	Medium
5A	Improve Harbor access.			
5A	1	Develop a public landing improvement, signage plan, maintenance plan, and public awareness materials, such as maps	Harbor Committee	High
5A	2	Develop the Harbor Walk plan into an implementable project scope	Community Development	Medium

Strategy	Actions	Natural Resources, Open Space, and Recreation Targeted Action Items	Responsible Entity	Timeframe / Priority
5B	Improve the conditions of the beaches by decreasing the sources of debris, including plastic pollution, and increasing debris removal from the beach.			
5B	1	Create beach cleaning maintenance plan or volunteer beach cleanup patrols	DPW, Harbor Committee	High
5B	2	Investigate adequacy of existing trash containers and types of facilities for windy beach conditions	DPW, Public Landscape Committee	Medium
5C	Ensure that Harbor conditions, activities, facilities, and services support recreational boating, including motorboats, sailing vessels, kayaks, and other rowboats.			
5C	1	Implement the strategies of the 2018 Harbor Management Plan	Harbor Committee	Medium
5C	2	Explore providing additional public information/education, websites, etc. for harbor recreation opportunities	Harbor Committee	Medium



Transportation

Strategy	Actions	Transportation Targeted Action Items	Responsible Entity	Timeframe / Priority
1A		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		
1A	1	Gather existing data on parking and other transportation revenue sources	Parking	High
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	High
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	Medium
1B		Complete the Provincetown link of the Rail Trail bicycle way and improve access from Town streets to bicycle paths in the National Seashore		
1B	1	Contact the stakeholders that include: National Seashore, MassDOT, Division of Fisheries and Wildlife, and Select Board to explore the feasibility for connecting the multi-use path within the National Seashore to Truro and eventually to the Cape Cod Rail Trail, including a potential road diet within Route 6.	Community Development, DPW, Bicycle Committee	Medium
1B	2	Investigate potential street improvements to Bradford Street and Bradford Street Extension for improved bicycle lanes	DPW, Bicycle Committee	Medium
1B	3	Plan for connected bicycle lanes on Conwell Street and Harry Kemp Way; explore redirecting motor vehicle traffic from Route 6 and seasonal one-way use to better accommodate cyclists and pedestrians	DPW, Bicycle Committee	Low
1B	4	Integrate plans with proposed bicycle lanes for Shank Painter Road and potential extension of Route 6 bicycle path and include easterly extensions of the currently proposed Route 6 bike path	DPW, Bicycle Committee	High
1B	5	Raise the sustainability awareness to promote bicycles, including electric bikes, as a more sustainable alternative to internal combustion engine motor vehicles	Bicycle Committee	Medium
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	Medium
1C		Support improvements which provide safe year-round commuter air service to the Outer Cape		
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	High
1C	2	Advocate for additional air connections to other convenient airports, like Providence, that would improve regional access	Airport Commission	Medium
1C	3	Discourage MassPort efforts to limit commuter air service to Logan Airport	Airport Commission	Low
1D		Promote and support programs to increase use of ferry services		
1D	1	Coordinate with Cape Cod Commission and other Cape and Island ports to explore adding additional ferry routes	Select Board, Town Manager	Medium
1D	2	Advocate for increasing ferry service frequency to improve convenience and maximize ridership for commuting	Select Board, Town Manager	Medium
1D	3	Promote tourism media and advertising for planned vacations and weekend trips that use ferry services	Tourism	Medium

Strategy	Actions	Transportation Targeted Action Items	Responsible Entity	Timeframe / Priority
1E	Participate in MassDOT's Complete Streets Funding Program			
1E	1	Enter into contract with MassDOT and State Aid process to v Complete Streets Prioritization Plan	DPW, Town Manager	Medium
1G	Promote and support regional bus service			
1G	1	Work with the CCRTA to increase more convenient and frequent bus service to Provincetown	Town Manager	Medium
1G	2	Investigate whether the CCRTA could create express bus service from Provincetown to Hyannis	Town Manager	Low
2A	Decrease the total number of private automobiles using the roads to meet the Commonwealth's interim and long-term greenhouse gas reduction goals and initiatives, including a state-wide net zero carbon target by 2050			
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	High
2A	2	Promote more convenient and frequent CCRTA bus service for Provincetown, and particularly between the Outer Cape and Provincetown (Consider calling it the "Sea Creachah")	Select Board, Town Manager	Medium
2A	3	Investigate the potential for in-town shuttle services.	Town Manager	
2A	4	Promote the convenience of using the fast ferry	Tourism	High
2B	Create infrastructure supporting sustainable, zero or low emissions motor vehicles			
2B	1	Develop plan to increase green, renewable sources of power supply for electric service	Renewable Energy Committee	Medium
2B	2	Increase the number of public electric charging stations in Town for both visitors and residents who cannot install a home charging station	DPW, Select Board	Medium
2B	3	Develop a strategy and plan for public outreach disseminating information regarding electric vehicles, including possible incentives the town could offer to encourage the use of electric vehicles	Renewable Energy Committee	High
2B	4	Develop a plan for the electrification of Provincetown's municipal vehicle fleet	Town Manager	Medium
2C	Encourage walking and cycling as healthy and effective alternatives to automobiles			
2C	1	Develop a comprehensive pedestrian walkway plan, incorporating appropriate public access to the water and connectivity to major resources throughout Town, considering appropriate signage and individual rights to privacy	Community Development, DPW	Medium
2C	2	Perform a feasibility study for adding sidewalks along busier streets and thoroughfares	DPW	Medium
2C	3	Assess adequacy of existing bicycle facilities, including the number and locations of bicycle racks, capacity of bicycle paths and connections to paths from Town, including different demands for electric bikes	Bicycle Committee	Medium
2C	4	Explore making 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	Medium
2C	5	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	Medium
2C	6	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)	DPW, Bicycle Committee, Public Safety	Medium

Strategy	Actions	Transportation Targeted Action Items	Responsible Entity	Timeframe / Priority
2D	Expand water transportation opportunities			
2D	1	Encourage the development of regular commuter schedules for water transportation	Town Manager	Medium
2D	2	Explore creating park-and-ride ferry services from Barnstable, Wellfleet, Orleans, Sandwich, and other Cape Communities	Select Board, Town Manager	Low
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	Low
3A	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			
3A	1	Evaluate parking requirements to assess their effectiveness and relevance to existing local development patterns and circulation issues, including input from the CCRTA	Planning Board, DPW, Community Development	High
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, integrate the latest technological improvements, and integrate with CCRTA bus services	Parking, DPW, Community Development	Low
3A	3	Ensure parking signage is consistent with the proposed Town-wide signage plan	Parking, DPW, Public Landscape, Tourism	Medium
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	Medium
3A	5	Require shared parking in new developments by adopting by-laws and other regulations requiring shared parking	Planning Board	Medium
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	Medium
3A	7	Plan and develop a trolley or jitney system that connects remote parking (parking located outside the Town center and towards Route 6) with the Town's points of interest, including the possibility of CCRTA serving these parking lots/shuttle routes	Parking, Tourism, Community Development, DPW	Low
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	Low
3A	9	Eliminate the MacMillan Pier Municipal Parking Lot (MPL) and create alternative parking areas to accommodate the spaces being removed, and an upgraded transportation center	Parking, Community Development	Low
3A	10	Develop outreach program to encourage visitors to use public parking lots and discourage parking on neighborhood streets	Tourism	Medium
3A	11	Explore potential for "Resident Sticker Required" for all vehicles parking on streets; specifically side streets between Bradford Street and Commercial Street and have spaces clearly delineated	Select Board, Town Manager, DPW	High
3A	12	Evaluate residential street parking to designate additional "resident parking only" spaces in neighborhoods	Parking, Select Board, Town Manager, DPW	Medium
3A	13	Explore a temporary visitor permit process for residents to allow a guest to park in the neighborhood. (Examples may include the Somerville or Cambridge weekend guest parking pass).	Parking	Medium

Strategy	Actions	Transportation Targeted Action Items	Responsible Entity	Timeframe / Priority
3B	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			
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	Medium
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	Medium
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	Medium
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	Medium
3C	Implement recommendations made in transportation studies by the Cape Cod Commission			
3D	1	Improve pedestrian safety at the Veterans Memorial Community Center and the Provincetown School	DPW	Medium
3D	2	Make Conwell Street traffic light improvements for cyclists and pedestrians	DPW	Completed
3D	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	Medium
3D	4	Complete an Americans with Disabilities Act (ADA) Section 504 Self-Evaluation and Transition Plan	ADA Committee, Community Development	Medium
4A	Review thresholds for traffic impacts of proposed projects within zoning or site plan review by-laws			
4A	1	Adopt standards within the by-laws for requiring traffic mitigation for large or impactful developments	Planning Board	Low
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	Low



Land Use, Historic Preservation, and Community Character

Strategy	Actions	Land Use, Historic Preservation, and Community Character Targeted Action Items	Responsible Entity	Timeframe / Priority
1A		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.		
1A	1	Create an inventory of all streetscape types and features including indigenous and maritime features	Town Manager, Community Development	Medium
1A	2	Use streetscape inventory data and findings to inform and support Tourism Department communications	Tourism, Town Manager	Low
1B		Gather feedback and input on resident's and user's highest priorities for protecting and enhancing their streetscape, including improving ADA accessibility, and adopting new technologies.		
1B	1	Create a public input process to prioritize protection and enhancement of streetscapes and maritime features	Disability Commission, Community Development	Medium
1B	2	Solicit feedback from stakeholders, including the Disabilities Commission and Council on Aging, to prioritize sidewalk expansion and selecting the most appropriate paving materials	Disability Commission, DPW, Community Development	Low
1B	3	Develop a report and presentation of the findings from the public input on sidewalk expansion and include this in the historic preservation plan	Disability Commission, DPW, Community Development	Low
1C		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.		
1C	1	Ensure that Streetscape Plans are aligned with the ADA Accessibility Improvement Plan and the Historic Preservation Plan	Disability Commission, DPW, Community Development	Low
1C	2	Develop a process to formally adopt and implement the Streetscape Plan	Community Development	Low
2A		Define and articulate the characteristics that identify and contribute to a neighborhood's unique sense of place.		
2A	1	Create an inventory of all character defining features within each neighborhood including indigenous and maritime heritage	Town Manager, Community Development	Low
2A	2	Use neighborhood inventory data and findings to inform and support Tourism Department communications	Tourism, Town Manager	Low
2B		Gather neighborhood feedback and input on resident's highest priorities for protecting and enhancing their neighborhood.		
2B	1	Create a public input process to prioritize protection and enhancement of a neighborhood including indigenous and maritime characteristics	Town Manager, Community Development	Medium
2B	2	Develop a report and presentation of the findings from the public input and include this in the historic preservation plan	Town Manager, Community Development	Low
2B	3	Make recommendations for exploring neighborhood cultural events or neighborhood themed weekly celebrations that align with the Towns community character and heritage	Town Manager, Community Development	Low

Strategy	Actions	Land Use, Historic Preservation, and Community Character Targeted Action Items	Responsible Entity	Timeframe / Priority
2C	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.			
2C	1	Align Neighborhood Plans with the Historic Preservation Plan	Town Manager, Community Development	Low
2C	2	Develop a process to formally adopt and implement the Neighborhood Plan	Town Manager, Community Development	Low
2C	3	Create maps, informative brochures, and walking tours to highlight each neighborhood and how they contribute to the overall community character	Tourism	Low
3A	Identify and acquire additional land or property for constructing new diversified housing types.			
3A	1	Create an inventory of all available public land or property that has development potential for affordable housing	Community Development	Completed
3A	2	Identify private land and property that would be appropriate for affordable housing development and could be acquired by the Town	Community Development	High
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	Planning Board, Community Development	Medium
3B	Identify opportunities to repurpose existing buildings and properties for additional year-round resident housing and seasonal workforce housing.			
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	Completed
3B	2	Identify private-public partnerships to engage in production of affordable, population group, special needs, and workforce housing	Community Housing Council	Medium
3C	Identify state and federal funding opportunities for diversified housing and supportive infrastructure.			
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	High
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	High
4A	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.			
4A	1	Create a Coastal Resiliency Climate Adaptation Plan for the Historic District that identifies ways to protect historic buildings and neighborhoods	Community Development	Completed
4A	2	Conduct a public outreach session on the recommendations of the Coastal Resiliency Climate Adaptation Plan	Community Development	High
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	Community Development	Medium

Strategy	Actions	Land Use, Historic Preservation, and Community Character Targeted Action Items	Responsible Entity	Timeframe / Priority
4A	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.			
4A	4	Apply for a Certified Local Government through the Massachusetts Historical Commission	Historic District Commission	High
4A	5	Create a public infrastructure improvement schedule based on the recommendations of the Coastal Resiliency Climate Adaptation Plan	Department of Public Works	Medium
4B	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.			
4B	1	Develop a Historic Preservation Plan that includes strategies for complying with floodplain requirements	Historic District Commission, Community Development	High
4B	3	Develop policies and regulations that implement the floodplain recommendations of the Coastal Resiliency Climate Adaptation Plan	Historic District Commission, Community Development	Medium
4B	4	Research and provide public information on disaster preparedness for historic and archaeological resource	Historical Commission, Historic District Commission, Community Development	Medium
4B	5	Encourage owners of historic and archaeological resources and structures to engage in disaster preparedness planning	Historical Commission, Historic District Commission, Community Development	Medium
4B	6	Provide disaster-planning best practices support to cultural-resources stewards and owners of historic buildings.	Emergency Coordinator	Low
4B	7	Coordinate the long-term climate resiliency infrastructure implementation schedule with owners of private historical buildings to retain the historic streetscape	Community Development, Department of Public Works	Low
4C	Test willingness to go beyond minimum floodplain standards through outreach and community awareness.			
4C	1	Disseminate information, via website, PTV and other media, about the rapidity of sea level rise and the importance for building owners to consider implementing climate adaptation strategies	Historic District Commission, Community Development	Low
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	Historic District Commission, Community Development	Low

Strategy	Actions	Land Use, Historic Preservation, and Community Character Targeted Action Items	Responsible Entity	Timeframe / Priority
4D	Explore updating bylaws to simplify and possibly incentivize going beyond the minimum floodplain standards to meet projected future climate condition scenarios.			
4D	1	Include regulatory boards in the coastal resiliency planning process to discuss higher than minimum floodplain standards considering sea level rise, climate change, winds, and tropical storms	Conservation Commission, Planning Board, Zoning Board of Appeals, Historic District Commission	High
4D	2	Review, analyze, and amend relevant bylaws, regulations and policies to create incentives that take into sea level rise based on recommended floodplain standards	Conservation Commission, Planning Board, Zoning Board of Appeals, Historic District Commission	Low
4E	Consider strengthening regulations to support accelerated implementation of the Hazard Mitigation Plan and update the plan every 5 years.			
4E	1	Analyze regulations to support and strengthen accelerating implementation of the Hazard Mitigation Plan (HMP)	Environmental Planner & Emergency Management	Medium
4E	2	Investigate additional methods beyond regulation changes to accelerate implementation of HMP	Environmental Planner & Emergency Management	Medium
4F	Access federal and state funding to help mitigate land and property losses resulting from climate change.			
4F	1	Identify state and federal funding sources that can be used to assist property owners with losses resulting from climate change	Emergency Coordinator	Medium
4F	2	Maintain the necessary designations and accreditations to be eligible for state and federal climate mitigation and hazard funds	Emergency Coordinator	Yearly / Recurring
5A	Accurately and comprehensively measure growth annually and measure impact on physical and environmental resources.			
5A	1	Perform build-out and infill scenario analyses in order to understand sustainable growth targets and infrastructure limits	Community Development	Medium
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	Medium
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	Low
5A	4	Create sustainable growth targets for the different build-out scenarios and infrastructure limits	Community Development	Low

Strategy	Actions	Land Use, Historic Preservation, and Community Character Targeted Action Items	Responsible Entity	Timeframe / Priority
5B		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.		
5B	1	Review and modify growth management policies and regulations annually to ensure consistency with growth management targets and prevent overburden on infrastructure	Community Development	Yearly / Recurring
5B	2	Analyze the sustainable growth targets to identify opportunities to create additional affordable housing and/or plan for additional housing without exceeding targets	Community Development	High
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	Medium
5C		Identify potential zoning overlay districts for workforce housing.		
5C	1	Perform an existing zoning analysis and collect data to determine the most appropriate locations for workforce housing	Community Development	High
5C	2	Research and develop draft zoning bylaw language that specifically allows seasonal workforce housing that cannot be converted to short term rentals or second homes	Community Development	High
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	Community Development, Planning Board	Medium
5D		Explore methods for determining where increasing building density would be appropriate while maintaining community and neighborhood character.		
5D	1	Perform an existing land use, build-out, and data analysis to determine the most appropriate locations for increasing density	Community Development	Medium
5D	2	Model various options of increases in different neighborhood densities that still maintain neighborhood character	Community Development	Medium
5D	3	Recommend architectural review, zoning bylaw amendments, form-based code, or other policies and regulations to implement appropriate increases in density	Community Development	Medium
5E		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.		
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, Year-Round Market Rate Rental Trust	Yearly / Recurring
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	Medium

Strategy	Actions	Land Use, Historic Preservation, and Community Character Targeted Action Items	Responsible Entity	Timeframe / Priority
6A	Maintain and expand utility agreements with Truro to protect and enhance the Beach Point neighborhood and harbor water quality.			
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	High
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	Medium
6B	Explore potential collaboration with Truro to meet mutual community goals.			
6B	1	Begin dialogue with Truro town staff and leaders about the possibility of collaboration to meet Provincetown's and Truro's land-use and public infrastructure needs.	Town Manager, Select Board	High
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	Medium
7A	Update the Historic District property inventory/survey and identify the character defining architectural features of each historic property.			
7A	1	Update the historic district inventory and create guidelines for property owners	Historic District Commission	Medium
7A	6	Document the evolution and changes over time for each property to be included in the inventory	Historic District Commission	Medium
7A	7	Use the inventory of character defining features to inform the Historic Preservation Plan and Neighborhood Plans	Historic District Commission	Low
7B	Write historic preservation guidelines and produce manual to assist property owners with sensitive alterations to historic buildings.			
7B	1	Develop a manual for property owners describing the best practices for maintaining, repairing and replacing character defining features	Historic District Commission	Medium
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	Historic District Commission	Low
7C	Revise Historic Guidelines and Regulations			
7C	1	Use Preservation Plan and historic features inventory to inform updating the Historic District Commissions regulations and policies	Historic District Commission	Medium
7C	2	Develop streamlined certificate generation using the existing online applications to streamline ministerial tasks	Historic District Commission, MIS	High

Strategy	Actions	Land Use, Historic Preservation, and Community Character Targeted Action Items	Responsible Entity	Timeframe / Priority
7D	Create a plan that reserves lands and spaces for future community amenities for Provincetown			
7D	1	Create an inventory of existing public cultural amenities, such as parks, monuments, memorial benches, trees, dedicated squares, etc. and map these features	Community Development	High
7D	2	Develop a public input and feedback process to help identify and plan future spaces for cultural amenities	Community Development	Medium
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	Community Development	Low
7E	Engage community participation in regularly recurring planning for cultural and historic events that celebrate the community's many personalities			
7E	1	Use the public input process for the public amenity planning as a template for creating an annual meeting for cultural event planning	Community Development, Tourism	Medium
8A	Create comprehensive neighborhood plans that identify historic places and characters, in particular Native American, Portuguese, women, maritime workers, people of color and other underrepresented groups, in order to bring attention to and educate about the Town's unique history.			
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	High
8A	2	Develop both traditional and multi-media communication strategies to publicize and communicate the historical characters in our neighborhoods plan	Historical Commission, Community Development	Medium
8A	3	Use the historical characters data to inform the Historic Preservation Plan and Neighborhood Plans	Community Development	Low
8B	Acquire public input on interpretive signage, online resources, and identification of historic places and people.			
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	Historical Commission	Medium
8B	2	Encourage more older adults and members of the Provincetown diaspora to participate in the Oral History Project	Historical Commission	Low
8C	Encourage the creation of walking tours, mobile applications, maps, sidewalk medallions, and other innovative ways to interpret and educate about the Towns historic places.			
8C	1	Develop policies and guidelines that include a public input process for proposed educational installations on public property that balances protecting aesthetics with promoting public art and historic interpretation	Select Board	High
8C	2	Create a historical walking tour map and/or online map or application that incentivizes visiting unique historical places in Town	Historical Commission, Recreation Commission, Tourism	Medium
8C	3	Develop multilingual publications and webpages to engage broader audiences	Tourism, Community Volunteers	Medium
8C	4	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	Low

Economic Development

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
1A	Assess and develop means to address barriers to access labor market opportunities and reasonable working conditions.			
1A	1	Identify the barriers to accessing labor market opportunities and reasonable working conditions.	Economic Development Committee, Town Manager	High
1A	2	Develop a plan to overcome the barriers and expand opportunities.	Economic Development Committee, Town Manager	Medium
1B	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).			
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.	Select Board, Town Manager, Town Meeting	High
1B	2	Assess and recommend which of these policies best promote future economic development for these community needs.	Economic Development Committee	Medium
1B	3	Implement the development-oriented policies that are deemed best suited for these community needs and promote these opportunities.	Economic Development Committee, Tourism	Medium
1C	Encourage hospitality sector to engage in collaborations with university and college hospitality degree programs			
1C	1	Identify operators within 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	Medium
2A	Promote and strengthen rights to decent work for all, workers' rights, and equal value for equal work in all sectors (including seasonal workers and ADA compliance).			
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	High
2A	2	Implement the recommendations of the study.	Diversity, Equity and Inclusion Officer	Medium
2A	3	Encourage businesses to adopt similar policies identified by the recommendations of the study.	Diversity, Equity and Inclusion Officer	Medium
2B	Encourage policies designed to ensure that no one falls beneath the poverty line.			
2B	1	Assess which types policies are best designed to ensure that no one falls below the poverty line.	Diversity, Equity and Inclusion Officer	High
2B	2	Encourage local organizations to help implement and support these policies.	Diversity, Equity and Inclusion Officer	Medium

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
2C		Identify and remove the systemic barriers and causes of inequity in the Town’s fee structures, taxation, and other economic factors.		
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	High
2C	2	Create and adopt policies to remove these systemic barriers	Diversity, Equity and Inclusion Officer, Town Manager, Select Board	Medium
1D		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.		
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	High
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	Medium
1D	3	Generate more community support for local small and micro enterprises and informal sector workers.	Chamber of Commerce, Business Guild, Economic Development Committee	Medium
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	Low
2E		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.		
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	Yearly / Ongoing
2F		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.		
2F	1	Identify low and moderate income residents in the community that would benefit from community development financial institutions.	Diversity, Equity and Inclusion Officer, Community Development	High
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	Medium

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
2G	Promote opportunities for microfinancing.			
2G	1	Identify which banks and lending institutions may offer microfinancing through a portfolio program.	Chamber of Commerce, Business Guild, Economic Development Committee	High
2G	2	Identify private lenders that are willing to back microfinancing programs.	Chamber of Commerce, Business Guild, Economic Development Committee	Medium
3A	Promote employment creation, decent work, and redistributive (anti-poverty) programs to address poverty, inequality and exclusion.			
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	High
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	Medium
3A	3	Promote programs and partnerships adopted by the Town.	Human Services	Medium
3B	Assess and address economic disparities that inhibit workers and residents from owning property.			
3B	1	Work with regional agencies to research and identify the greatest roadblocks to property ownership.	Housing Coordinator	Yearly / Ongoing
3B	2	Develop plans and potential new programs that help workers and residents to become property owners and promote these programs.	Housing Coordinator	High
4A	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.			
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	High
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	Yearly / Ongoing
5A	Promote diversity, equity & inclusion initiatives that help reduce economic and social inequalities.			
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	High
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	Medium
5A	3	Promote programs and partnerships adopted by the Town.	Diversity, Equity and Inclusion Officer	Medium

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
5B		Identify strategies for community stabilization that changes the balance of power and transfers equity to resident/renters, homeowners, and businesses.		
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	High
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	Medium
5C		Promote economic and social systems that work to prevent and/or correct uneven growth that further create inequality and exclusion.		
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	High
5C	2	Develop a plan to correct uneven growth and promotes equality and inclusion.	Diversity, Equity and Inclusion Officer	Medium
6A		Strengthen access to quality healthcare as an important component for sustaining a healthy, local year-round economy.		
6A	1	Identify individuals who lack access to healthcare and connect them with state, regional and local healthcare providers.	Human Services	High
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	Medium
7A		Encourage the creation dormitory housing to address seasonal worker housing needs and potential synergies with off-season education and conference housing.		
7A	1	Identify locations that can support larger scale dormitory housing structures	Community Development	High
7A	2	Create programs that incentivize developers to create dormitory and other appropriate housing for seasonal workers.	Town Manager, Community Development, Assessor	Medium
7A	3	Encourage employers and educational institutions to support the development of dormitory housing for employees and students	Chamber of Commerce, Business Guild	Medium
7B		Create inventory of existing structures and potential sites and review all related land use regulations to identify opportunities.		
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.	Community Development	Completed
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.	Community Development	Yearly / Ongoing

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
7C		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.		
7C	1	Research and analyze programs or partnerships in other comparable communities that successfully developed transient accommodations.	Housing Council	High
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	Medium
7C	3	Develop programs and networks that help connect people in need of temporary accommodations with the services available.	Human Services, Housing Council	Medium
7D		Research infrastructure and financing needs related to development of a large housing project.		
7D	1	Identify town-owned parcels for affordable, year-round market rate, and workforce housing.	Community Development	Completed
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	Medium
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	Medium
7E		Research potential developers and explore opportunities for potential public-private partnerships to implement housing projects in Provincetown.		
7E	1	Identify developers that have the desire to lead private-public housing project partnerships.	Housing Director, Town Manager	High
7E	2	Collaborate on selecting appropriate locations and housing types of the correct size, scale, and makeup that could be practicably constructed.	Housing Director	Medium
7F		Review Town bylaws and policies to ensure they are aligned with the goals of encouraging more equitable access to housing, work, and economic opportunities.		
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	High
7G		Encourage Community Land Trusts (CLT), Limited Equity Cooperatives (LEC), and housing cooperatives that take housing out of the speculative market to maintain affordability.		
7G	1	Identify sources of fiscal and organizational support for potential independent CLT and LEC organizations and publicize these resources.	Housing Director	Medium
7H		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.		
7H	1	Explore additional ways to further incentivize the creation of affordable low- and middle-income housing units.	Housing Director	Yearly / Ongoing
7H	2	Explore possibility of a "rent to own" program for qualified candidates with limited access to equity for home ownership down payments.	Regional Housing Trust, Housing Director	Medium

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
7I		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 older adult homeowners at risk of losing their primary residence.		
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 older adult homeowners.	Select Board, Town Meeting	High
7J		Explore reducing or freezing property taxes to protect residents, allowing homeowners whose taxes have grown by 10 percent or more to defer property tax payments until they sell.		
7J	1	Petition the Massachusetts General Court to allow municipalities to reduce or freeze property taxes to protect residents.	Select Board, Town Meeting	High
7K		Encourage Housing Trust Funds, inclusionary zoning ordinances, and the federal Low-Income Housing Tax Credit.		
7K	1	Consider allocating additional funds from other revenue sources, such as the Short-Term Rental Tax, to Housing Trust Funds	Select Board, Town Manager, Town Meeting	High
7K	2	Explore adopting additional incentives aligned with the federal Low-Income Housing Tax Credit	Select Board, Town Manager, Town Meeting	Medium
7K	3	Encourage mid to large scale projects which adhere to inclusionary zoning ordinances.	Community Development	Medium
7L		Explore eligibility requirements of the local review and approval process for the Department of Housing & Community Development's Division of Community Services to create a tax-increment financing zone.		
7L	1	Understand the requirements needed to create a Tax Increment Financing Zone.	Community Development	Medium
7L	2	Investigate process for local approval 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	Low
7M		Encourage regional strategies through collaboration on data sharing, joint grant applications, and supporting fair housing in neighboring communities.		
7M	1	Determine the feasibility of creating a municipal forum that defines a region which would allow for data and various grant opportunities to be shared across municipalities.	Community Development, Town Manager	High
7M	2	Explore establishing a regional housing committee or thinktank that prioritizes fair housing solutions throughout the surrounding communities.	Town Manager, Housing Manager	High

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
8A		Encourage reverse franchises where local businesses create additional sites outside of Provincetown.		
8A	1	Identify like communities that can support Provincetown franchises.	VSB, Chamber of Commerce, PBG	High
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	Medium
8B		Develop business brand for the community that is recognized off-cape, nationally, and internationally.		
8B	1	Consider working with local branding experts to develop a business brand that is inline with our community character.	Tourism Department, VSB, Chamber of Commerce, PBG	Medium
8B	2	Have the “Provincetown Brand” shared regionally and off-cape through the VSB, Chamber of Commerce and local community members.	Tourism Department, VSB, Chamber of Commerce, PBG	Medium
8C		Attract employees employed by businesses that use a “work at home” model to increase year-round economic revenue, within the Town's capacity.		
8C	1	Work with advertising experts to developed a campaign to attract workers or second home owners who can work from home.	Tourism Department	Medium
9A		Attract an entity or entities that can expand cellular service and broadband internet connections.		
9A	1	Identify which entities have the ability to expand cellular service and broadband internet connections.	Town Manager	Medium
9A	2	Encourage these entities to expand cellular service and broadband internet connections with incentives, such as access to municipal infrastructure and land	Town Manager	Low
9B		Evaluate the ability and build potential for supplying high speed internet to private companies and homes.		
9B	1	Advocate for a feasibility study which analyzes the ability to provide businesses and homes with high speed internet.	Select Board, Town Manager	High
9C		Need to create competition within the communications market to create additional options and choices for access to the latest technology.		
9C	1	Advocate for competition between communication providers to provide choice to users.	Select Board, Town Manager	Low
10A		Encourage entrepreneurship that is equitable and fair for people of different means.		
10A	1	Advocate for creating additional public-private work spaces that promote entrepreneurship of all means (such as The Commons)	Diversity, Equity, and Inclusion	Medium
10B		Explore opportunities for local artist’s market that encourages off-season tourism and encourage the “Art in the windows” concept for storefronts.		
10B	1	Encourage local business to host off-season markets for artists to display there work.	PBG, VSB, Chamber of Commerce, Economic Development Committee	Medium
10B	2	Encourage seasonal street front retail stores to hold art displays in their store front windows when closed.	PBG, VSB, Chamber of Commerce, Economic Development Committee	Medium
10B	3	Explore creating by-laws that allow additional venues to be used for artist's markets.	Select Board, Town Meeting	Low

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
10C	Incentivize the intended outcome of the formula business regulations of the zoning bylaw to protect local businesses			
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	High
10C	2	Consider strengthening bylaws that restrict Formula Businesses models that may negatively impact the Town's local economy, historical relevance, unique character, or economic vitality.	Select Board, Town Meeting	Medium
10D	Encourage a not-for-profit to create local PTown Pennies (similar to Burlington Bucks) complementary/alternative currencies.			
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	Medium
10E	Education about other business models that incubate local small businesses and opportunities/advertisement of the nonprofit organizations and grants			
10E	1	Identify organizations that can help small business create models that are functional in this marketplace.	Tourism Department, PBG, VSB, Chamber of Commerce	Medium
10E	2	Provide more access to knowledge regarding available small business grants through non-profit organizations.	Tourism Department, PBG, VSB, Chamber of Commerce	Medium
10F	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.			
10F	1	Promote further use of local grocers and farmers markets.	PBG, VSB, Chamber of Commerce	Medium
10F	2	Explore creating a cooperative food bank supplied by local farmers and food purveyors.	PBG, VSB, Chamber of Commerce	Medium
10G	Support means of community-shared production, especially in areas of food production, that can help diversify the local economy			
10G	1	Explore adding additional garden plots at the B-Street Garden.	Conservation Agent	Completed
10G	2	Allow for additional locations where arts and crafts can be created.	Human Services	High
10H	In addition to weekly and long-term visitors, attract day-trippers, and short-term stay visitors			
10H	1	Further promote the town's attractions throughout Cape Cod to attract regional visitors.	Tourism Department	High
10H	2	Encourage local business to offer vouchers and incentives to short term visitors.	Tourism Department	Medium
11A	Build on Provincetown's arts and maritime heritage and the historical heritage of indigenous people and people of color to pursue year-round economic opportunities, including educational programs and facilities. These industries and histories also bolster our tourism economy by maintaining Provincetown's authenticity and sense of place.			
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	High
11A	2	Advertise Provincetown's historic, cultural, and artistic attractions using innovative media to increase visitors, including international travelers	Tourism Department	Medium

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
12A	Support resources that may provide the region with quality aquaculture products			
12A	1	Engage local fishermen to identify what, if any, short-, medium- or long-term needs can be met or pursued to preserve and protect shellfish resources	Shellfish Committee	High
12A	2	Explore options to share shellfish equipment/resources and/or identify additional resources that best serve those actively managing and harvesting grants	Shellfish Committee	Medium
12A	3	Identify scientific resources and guidance from the Center for Coastal Studies and NOAA to help educate about protecting Right Whales and other environmental needs related to shell fishing	Shellfish Committee	High
12A	4	Advocate for sound management of restricted areas, where appropriate, based on the knowledge and best industry practices of the local shellfish managers	Shellfish Committee	High
12A	5	Identify additional potential shellfish gear storage areas	Shellfish Committee	High
12A	6	Create a program for monitoring and removing disused or abandoned equipment on grants and encourage grant managers to use best industry practices to protect the coastal environment	Shellfish Committee, Harbor Committee, Conservation Commission	Medium
12A	7	Explore creating a shared certified facility	Shellfish Committee	Medium
12A	8	Explore feasibility of grant area whale protection to enable floating gear	Shellfish Committee, Center for Coastal Studies,	High
12A	9	Work with the Department of Environmental Protection and Division of Marine Fisheries on eliminating hydraulic dredging, specifically Herring Cove	Conservation Commission, Select Board	High
12B	Educate the public about Provincetown's aquaculture			
12B	1	Expand current outreach and education about the import role aquaculture plays in cleaning Provincetown harbor and Cape Cod Bay	Harbor Committee, Shellfish Committee, Conservation Commission	Medium
12B	2	Advocate for shell fishing education to be included in the Stellwagen Visitor Center, as well as other public education opportunities, such as kiosks, informative signage, interpretative displays, and public art	Harbor Committee, Shellfish Committee, Conservation Commission	Medium
12C	Implement the Harbor Plan recommendations.			
12C	1	Outline realistic goals and timeframe for implementation and garner consensus among the boards and entities responsible for implementation	Harbor Committee, Harbor Master, Shellfish Committee, Marine Coordinator, Conservation Commission	High

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
13A		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		
13A	1	Develop roles, responsibilities, and goals for the Blue Economy Task Force and the most appropriate membership	Town Manager, Select Board, Town Meeting	Medium
13A	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	Medium
13B		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		
13B	1	Encourage the Center for Coastal Studies to expand educational opportunities for growers	Shellfish Committee	Low
13B	2	Encourage the Center for Coastal Studies to hold trainings and interpretative information on MacMillan Pier	Shellfish Committee	Low



Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
13C		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.		
13C	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	High
13C	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	Medium
13D		Support research of the feasibility of establishing an accelerator for commercialization and economic growth related to coastal, maritime, and marine studies.		
13D	1	Investigate accelerator models from other communities to determine best fit for Provincetown, including universities that can provide guidance	Shellfish Committee, Economic Development Committee	Medium
13D	2	Invite experts from universities in New England to come to town to educate and assist with growing the local blue economy	Shellfish Committee	High
14A		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.		
14A	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	High
14A	2	Develop a creative advertising campaign for off-peak tourism and other business opportunities	Tourism Department	Medium
14B		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.		
14B	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	Medium
14B	2	Explore viability of an "cultural passport" that allows visitors to buy one pass for multiple events and venues	Tourism Department, Visitor Services Board	Medium

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
14C		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.		
14C	1	Investigate what other tourist destination communities are using for incentive grant programs and develop a local model	Tourism Department, Visitor Services Board	High
14C	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	Medium
14D		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.		
14D	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	Yearly / Ongoing
14D	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	
14E		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		
14E	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	High
14F		Devise and implement policies to create sustainable tourism.		
14F	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	Medium
14G		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.		
14G	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	Medium

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
14H		Support the Stellwagen Bank National Marine Sanctuary Visitor Center as it contributes to other economic objectives, including attracting visitors to Provincetown.		
14H	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	Low
15A		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.		
15A	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	Medium
15B		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.		
15B	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	Low
15C		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.		
15C	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	Low
15D		Redevelop existing properties to be more modern and accommodate events. Initiate discussion with potential property owners to understand interest and plans.		
15D	1	Perform community outreach to identify interested property owners.	Tourism Department, Community Development	Low
15E		Collaborate with the National Seashore to keep over sand access to beaches open earlier or later into the shoulder seasons.		
15E	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	Medium
15F		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.		
15F	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	Medium

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
15G	Ensure all shoulder and winter season activities do not conflict with the quiet, off-season environment that year-round residents love and cherish.			
15G	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	High
16A	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.			
16A	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	Low
16B	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.			
16B	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	Medium
16B	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	Low
16C	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.			
16C	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	Low
16C	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	Medium
16D	Encourage "eco-tourism" by promoting the awareness of the fragility of the Town’s natural resources and attracting visitors that will love and respect the environment.			
16D	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	Low

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
17A		Promote widespread involvement in Participatory Budgeting, allowing people to decide together how to spend public money.		
17A	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	High
17B		Encourage community-centered, public-private partnerships.		
17B	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	Medium
17C		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.		
17C	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	Medium
17C	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	Low
18A		Assess economic development capacity to decouple economic growth from environmental degradation and polarizing income distribution.		
18A	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	Low
18B		Assess the social, economic, and environmental impact on economic industries, especially large sectors like tourism, to increase transparency around findings.		
18B	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	Medium
18C		Assess the scaling up of financing opportunities to create inclusive and sustainable economic growth.		
18C	1	Encourage lending entities to offer financing for small and independent business owners.	Tourism Department, Business Guild, Chamber of Commerce, Consultant	Medium
18D		Encourage future economic growth sectors to provide evidence-based analysis to promote economic diversification, sustainable growth, and effective natural resource management.		
18D	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	Low

Strategy	Actions	Economic Development Targeted Action Items	Responsible Entity	Timeframe / Priority
18E		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).		
18E	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	High
18F		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.		
18F	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	Medium



Public Health

Strategy	Actions	Public Health Targeted Action Items	Responsible Entity	Timeframe / Priority
1A	Implement the sewer expansion plan to increase environmental and public health protection.			
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	High
1A	2	Identify funding sources for sewer capacity expansion and infrastructure upgrades.	Water and Sewer Board, Board of Health, Department of Public Works	High
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	High
1A	4	Explore the viability of changing the enabling legislation for the municipal sewer in order to eliminate voluntary connection.	Select Board, Town Meeting	Low
1A	5	Plan for relocating strategic sewer infrastructure currently located within the flood zone	Water and Sewer Board, Board of Health, Select Board	Low
1B	Manage potable and non-potable water usage to protect public drinking water quality and supply.			
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	Low
1B	2	Identify funding sources for water capacity expansion and infrastructure upgrades.	Department of Public Works	High
1B	3	Conserve ground water by setting potable water extraction reduction goals and explore additional resources for water conservation measures, including the model water use restriction bylaw available through MassDEP.	Water and Sewer Board	High
1B	4	Implement a distribution system water-loss management program.	Water and Sewer Board, Department of Public Works	High
1B	5	Investigate the feasibility of a municipal grey water system.	Water and Sewer Board, Department of Public Works	Low
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	Low
2A	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.			
2A	1	Create a community health assessment process that also identifies the most appropriate sources for specific health services.	Board of Health, Human Services	High
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	Low
2A	3	Revise/update public health policies to ensure they are consistent with the health assessment and service plan.	Board of Health, Human Services	Low

Strategy	Actions	Public Health Targeted Action Items	Responsible Entity	Timeframe / Priority
2B		Collaborate with community partners to better serve the health needs of all subpopulations living and working in Provincetown, including families with young people, immigrants, undocumented immigrants, seasonal workers, LGBTQIA+, and older adults.		
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	High
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	Medium
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	Medium
2C		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.		
2C	1	Propose using marijuana tax revenues to provide substance use disorder public health and human service needs.	Select Board, Town Meeting	Medium
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	High
3A		Identifying methods to reduce the risk of public health hazards or reduce losses to hazards that occur.		
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	Medium
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	High
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	High
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	Yearly / Ongoing



Strategy	Actions	Public Health Targeted Action Items	Responsible Entity	Timeframe / Priority
3B		Where possible, integrate public health mitigation strategies and response/recovery plans with public and private service entities.		
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	Yearly / Ongoing
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	Medium
3C		Ensure public health preparedness plans outline planned operations, planning, logistics, and financing.		
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	Ongoing
4A		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.		
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	Medium
4B		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.		
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	Medium
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	Medium



Strategy	Actions	Public Health Targeted Action Items	Responsible Entity	Timeframe / Priority
4C		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.		
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	High
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	High
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	Medium
4D		Coordinate the regional public health service provider plan with public safety, fire, police and emergency response.		
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	High
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	Ongoing



Emergency Management

Strategy	Actions	Emergency Management Targeted Action Items	Responsible Entity	Timeframe / Priority
1A	Maintain effective training and exercise plans.			
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	Low
1A	2	Re-evaluate lines of authority and coordination for the management of emergency events and add additional events needed.	Emergency Coordinator	Medium
1B	Perform mock disaster scenarios to test and improve the Law Enforcement/Fire/EMS Mobilization Plans.			
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	Low
1B	2	Immediate response incident training for major traffic accident, airplane crash, tornado, fire, hazmat incident, active shooter, major crime.	Emergency Coordinator	Low
1B	3	Review training outcomes with staff to identify areas of improvement and assess response based on Massachusetts Emergency Management Agency standards.	Emergency Coordinator	Low
1C	Maintain and update the Community-to-Community Mobilization Plan (mutual aid), and Community-to-State Mobilization Plan (mutual aid).			
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	High
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	Low
2A	Implement the 2021 Hazard Mitigation Plan and update the plan in 2025.			
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	
2A	2	Update the Hazard Mitigation Plan as required by the Commonwealth	Emergency Coordinator, Conservation Agent	Ongoing
2B	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.			
2B	1	Provide all hazards training to first responders and responsible emergency operations coordinators	Emergency Coordinator	High
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	High

Strategy	Actions	Emergency Management Targeted Action Items	Responsible Entity	Timeframe / Priority
2C		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.		
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	Medium
3A		Through programs, planning, and monitoring (testing and maintenance), continue identifying methods to reduce the risk of hazards or reduce losses to hazards that occur.		
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	High
3A	2	Develop preparedness milestones for organizing, training equipping, exercising, evaluating and implementing corrective actions for the emergency management program and organization.	Emergency Coordinator	Medium
3B		Where possible, integrate mitigation strategies and response/recovery plans with public and private service entities.		
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	High
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	High
3C		Ensure preparedness plans outline planned operations, planning, logistics, and financing.		
3C	1	Integrate resource and logistical coordination in the standard operating procedures and emergency operations center support plan.	Emergency Coordinator	High
3C	2	Budget for maintaining, repairing, and replacing emergency response supplies and costs associated with recovery activities.	Emergency Coordinator, Town Manager	Medium
4A		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.		
4A	1	Assign area commanders to provide administrative support and tailored training to the separate volunteer teams and any volunteer incident commanders.	Emergency Coordinator	High
4A	2	Establish and maintain lists of succession for key personnel and liaisons for communicating with targeted populations, including people of color, older adults, disabled, people for whom English is a second language, etc.	Emergency Coordinator	High

Strategy	Actions	Emergency Management Targeted Action Items	Responsible Entity	Timeframe / Priority
4B		Develop plans for evacuation routes, including air, water, and alternatives to driving.		
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	Medium
4B	2	Identify shelters for evacuees located outside of the Community, depending upon the hazard and other circumstances related to the evacuation.	Emergency Coordinator	High
4C		Develop rescue plans for all types of emergencies and hazard reduction plans to prevent further calamity.		
4C	1	Include rescue operations in the emergency support functions for each emergency/disaster response scenario.	Emergency Coordinator	High
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	Medium
4D		Create and test (if necessary) utility emergency operations plan including ensuring electric security and reliability.		
4D	1	Coordinate with Eversource to implement the backup battery plan for outer cape electricity outages.	Emergency Coordinator	Medium
4D	2	Review and update the water, sewer, and solid waste emergency operations plans with DPW.	Emergency Coordinator, DPW Director	Medium
4E		Review continuity of operations/continuity of government plan that demonstrates a transparent chain of command/organizational chart, specific to each emergency.		
4E	1	Hold an annual meeting of all emergency community coordinators to recommend updates to the plan.	Emergency Coordinator	Medium
4E	2	Publish the plan annually, including highlighting any updates, and broadcast this to the public using different forms of media.	Emergency Coordinator	Medium
4F		Review local, regional, and state emergency networks.		
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	Medium
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	Medium
5A		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.		
5A	1	Engage the emergency community coordinators and emergency response volunteers to set achievable goals with supporting action items.	Emergency Coordinator	Medium
5A	2	Publish the recovery goals annually, including highlighting any updates, and broadcast this to the public using different forms of media.	Emergency Coordinator	Medium

Strategy	Actions	Emergency Management Targeted Action Items	Responsible Entity	Timeframe / Priority
5B	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.			
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	High
5B	2	Evaluate needs for small businesses and self-employed workers impacted by short and long-term recovery scenarios.	Emergency Coordinator	High
5B	3	Identify providers of mental health care, public health services, and other human services to be included in the recovery plan.	Emergency Coordinator	High
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	Low
5C	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.			
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	High
5C	2	Include closing service gaps and providing resources for vulnerable populations in recovery implementation plan.	Emergency Coordinator	Medium
5D	Recognize and invest in the caring-giving economy			
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	High
5D	2	Encourage employers to provide flexibility to employees who are also providing care for family and community members.	Select Board, Town Meeting	Medium
5E	Devote resources to remote education and lifelong learning as part of a comprehensive recovery plan.			
5E	1	Provide recovery training to emergency response volunteers and responsible emergency operations coordinators	Emergency Coordinator	High
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	Low
6A	Secure funding for pandemic public health planning			
6A	1	Apply for federal, state, and regional grants that support coordinated public health planning and pandemic prevention	Emergency Coordinator	High
6B	Increase education for preventing the spread of communicable diseases.			
6B	1	Use the Covid19 experience of 2020-2022 as a template for a communicable disease plan	Emergency Coordinator	High
6B	2	Encourage adding communicable disease prevention and training to school curricula	Emergency Coordinator	Low

Strategy	Actions	Emergency Management Targeted Action Items	Responsible Entity	Timeframe / Priority
7A		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.		
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	High
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	High
7B		Information management to preserve communications as factual, clear, and essential.		
7B	1	Create template messages for each emergency scenario	Emergency Coordinator, Town Manager	Completed
7B	2	Use standard messaging from federal and state agencies for regional disasters and/or local emergencies as applicable	Emergency Coordinator, Town Manager	Completed
7C		Create systems of communication that are or can be made accessible to people of color, underserved and disenfranchised community members (i.e. those lacking English language, television, radio, cellular phone or internet service).		
7C	1	Develop neighborhood information dissemination plans that encourage word of mouth to get messages out effectively	Emergency Coordinator	High
7C	2	Translate emergency messaging into additional languages that are most used in Town	Emergency Coordinator	High
7D		Maintain and enable two-way communications systems that provide pre-impact, initial actions, continuing actions, and demobilization information.		
7D	1	Create an internal communication plan for area commanders, incident responders, recovery coordinators, and emergency response volunteers	Emergency Coordinator	High
7D	2	Include two-way regional and state response reporting coordination in the internal communication plan	Emergency Coordinator	Medium
7E		Provide site-specific information within Provincetown that is also connected to regional and state information.		
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	High
7F		Create leadership cooperation between the emergency communication team and communication representative in charge of specific emergency types.		
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	High

Housing

Strategy	Actions	Housing Targeted Action Items	Responsible Entity	Timeframe / Priority
1A	Update local bylaws and regulations to encourage affordable 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	High
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	High
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	Medium
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	Medium
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	Medium
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	Medium
1A	7	Preserve housing unit affordability by requiring deed restrictions as part of any adopted bylaw or regulation.	Community Development, Town Manager	Medium
1B	Identify financing sources for affordable and community 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	High
1B	2	Develop dedicated funding for affordable housing from a portion of the local marijuana tax.	Select Board	Medium
1B	3	Transfer a portion of the local real estate transfer fee toward affordable housing.	Select Board	Low
1B	4	Maximize the use of Community Preservation Act (CPA) funds for affordable housing.	Community Preservation Committee	High
1B	5	Partner with local and regionally based entities that can fund affordable housing.	Community Housing Council	Medium
1B	6	Support community-based fundraising for affordable and community housing.	Community Housing Council	Low



Strategy	Actions	Housing Targeted Action Items	Responsible Entity	Timeframe / Priority
1C		Promote the provision of fair, decent, safe, affordable housing for rental or purchase that meets the needs of present and future Provincetown residents.		
1C	1	Explore adopting bylaws, regulations and policies that protect current residents, including older adults, people of color, and minorities from gentrification.	Select Board	Medium
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	Low
1C	3	Remove administrative barriers for those seeking local rental and housing assistance.	Community Housing Council, Year-Round Market Rate Rental Housing Trust	High
1C	4	Add municipal worker housing as part of Town-sponsored housing developments.	Town Manager	High
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	High
1C	6	Educate property owners about the economic models for seasonal workers, year-round resident rental, 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	High
1D		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, older adults, the homeless, the disabled, and others with special needs.		
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	High
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	Medium
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	Medium
1D	4	Investigate opportunities for creating cooperative housing.	Town Manager, Community Development	Low
1D	5	Acquire multi-unit properties for rehabilitation, either for municipal or cooperative ownership that targets housing vulnerable populations.	Town Manager	Medium

Strategy	Actions	Housing Targeted Action Items	Responsible Entity	Timeframe / Priority
1D		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, older adults, the homeless, the disabled, and others with special needs.		
1D	6	Explore developing a regional congregate care and/or assisted living facilities for the elderly, including shared older adult housing, through collaboration with other Towns on the Outer Cape.	Town Manager, Diversity, Equity, and Inclusion	Medium
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, Diversity, Equity, and Inclusion	Medium
1E		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.		
1E	1	Explore options to use portions of the harbor for house boats or other seasonal worker units on water, floats, or docks.	Town Manager, Community Development	Medium
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	Medium
1E	3	Create incentives for property owners to maintain year-round dwelling units and discourages them from converting units into short-term rentals.	Town Manager	High
1E	4	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	High
1E	5	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	Low
1E	6	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	Medium
1F		Coordinate the development of affordable housing with the protection of the environment.		
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	Low
1G		Find additional land for affordable and workforce housing.		
1G	1	Explore opportunities to acquire land in Truro for affordable and workforce housing.	Town Manager, Select Board, Town Meeting	Low
1G	2	Coordinate long-term strategies for using/swapping land with the National Seashore.	Town Manager, Select Board, Town Meeting	Low
1G	3	Develop and implement strategies for the Town to acquire underutilized properties to develop into affordable housing.	Town Manager, Select Board, Town Meeting	Medium

Strategy	Actions	Housing Targeted Action Items	Responsible Entity	Timeframe / Priority
2A		Understand the existing historic homes in Provincetown and provide support for and encourage historic protection and preservation.		
2A	1	Complete an updated 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	Medium
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	Low
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	Completed
2B		Find additional funding sources for historic home preservation.		
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	Low
2B	2	Identify and distribute information on federal and state historic preservation funding sources and/or tax incentives for preserving historic structures.	Community Development	Medium
3A		Expand sewer capacity and streamline easy access to the sewer for existing, new, and infill housing development.		
3A	1	Make sewer connections to properties with the existing ability to connect	DPW	High
3A	2	Implement plan to upgrade treatment facilities and bring next phase of the sewer expansion online	DPW	Medium
3B		Understand the existing housing makeup in Provincetown and ensure bylaws, regulations, and policies are aligned with housing diversity needs.		
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	Medium
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	Medium
3B	3	Develop a plan to regularly update the Housing Playbook, as part of the ongoing effort to adapt housing goals to changes in the market and to incrementally achieve advances as opportunities arise.	Community Housing Council	Medium
3B	4	Develop a Master Plan identifying parcels for housing development and increased density.	Community Development	Low
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	Medium

Strategy	Actions	Housing Targeted Action Items	Responsible Entity	Timeframe / Priority
3B		Understand the existing housing makeup in Provincetown and ensure bylaws, regulations, and policies are aligned with housing diversity needs.		
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, Community Development	Medium
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	Medium
3C		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.		
3C	1	Encourage development of adequate dormitory units to house the seasonal workforce that is required by the community.	Town Manager & Community Development	High
3D		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.		
3D	1	Identify additional sources of funding to close the affordability gap	Community Housing Council	Medium
3D	2	Research other communities using different models to find additional options to expand the program	Community Housing Council	Low
3E		Explore federal, state, and other funding resources for year-round and workforce housing.		
3E	1	Explore dedicating additional revenue from room tax revenue or real estate transfer tax to year-round and workforce housing.	Select Board, Town Meeting	High
3F		Protect existing campgrounds from conversion to other types of uses.		
3F	1	Change the underlying zoning of campgrounds to preserve this use type and preclude other residential uses.	Planning Board, Town Meeting	Medium
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	Low
3G		Evaluate Harbor Hill to determine if town-owned market-rate rental units are effective and whether this model should and can be repeated.		
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	High
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	Low
3G	3	Determine if the model of self-sustaining, town-owned, year-round units needs to potentially include additional housing types, including affordable, community housing, and seasonal workforce housing	Year-Round Market Rate Rental Housing Trust	Low

Strategy	Actions	Capital Facilities Targeted Action Items	Responsible Entity	Timeframe / Priority
CF	1	Implement the Objectives of the Open Space and Recreation Plan	Implementation Committee, Community Development	Yearly / Ongoing
CF	2	Expand wastewater infrastructure to serve the community's current and future needs	DPW	Medium
CF	3	26 Shank Painter Road Redevelopment (Former Police Station)	Town Manager	High
CF	4	Expand Fire & Rescue Services, including hiring full-time year-round firefighters and EMTs.	Town Manager, Fire Department	High
CF	5	Town-wide Facilities and Coordinated Services Delivery Plan	DPW	Medium
CF	6	Freeman Building Planning and Restoration	DPW	Low
CF	7	Support Eversource's ongoing projects to provide uninterrupted electricity service	Town Manager	Yearly / Ongoing
CF	8	Climate and Coastal Resiliency Plan	Community Development	High
CF	9	HVAC / Mechanical Systems Maintenance Plan	DPW	Medium
CF	10	Expand Public Restrooms at Cannery Wharf and improve signage directing public to available public restrooms at the Library, MPL Parking Area, and Firehouse #2.	DPW	Medium
CF	11	Library Storage Building and Garden	Library, DPW, Community Development	Low
CF	12	School & Veterans Memorial Community Center Planning	DPW, School, Human Services, Recreation Department	Medium
CF	13	Route 6 Corridor Parking and Cape Cod Rail Trail Connection	Community Development	High
CF	14	Shank Painter Road Complete Street Corridor	Community Development	Medium
CF	15	ADA Accessibility to the Harbor / Harbor Loop Project – infrastructure to support the harbor	Harbor Committee, ADA Committee	Medium
CF	16	Additional upgrades to the transportation float and gangways in accordance with the pier capital facility and maintenance plan	Harbormaster, Pier Director	Low
CF	17	Beach and harbor maintenance, sign improvements, and beach access point beautification	Harbor Committee	Yearly / Ongoing
CF	18	Replace and extend the public courtesy float and undertake planning to determine feasibility of expanding or extending the wave attenuator	Harbormaster, Pier Director	Low
CF	19	Develop Plan for Expanding Drinking Water Sources through adding new wellfields and Distribution System Capacity, including adding a new water tower/storage facility	DPW	Medium
CF	20	Develop plans for the Grace Hall parking are capacity expansion, including exploring adding a new parking deck structure	Parking Department	Low
CF	21	Explore the planning process required to bury overhead utilities, including power lines and telecommunication lines	DPW	Low

Existing Conditions Data

Demographics & Housing

POPULATION	HOUSEHOLDS	HOUSEHOLD SIZE	HOUSING UNITS	MEDIAN HOME SALES PRICE (2022)	MEDIAN HOUSEHOLD INCOME (2022)	RESIDENTIAL PROPERTY TAX RATE
3,630	1,996	1.81	4,905	\$877,500	\$91,447	\$5.58 (FY24)

The Town of Provincetown has an estimated year-round population of just over 3,600 residents. It is bordered by the Atlantic Ocean on the north, Cape Cod Bay on the south and west, and Truro on the east. About 55% of homes in the town are seasonal, which is much higher than the region as a whole (36%). The town contains one Community Activity Center within its boundaries. A significant portion of the town lies within Cape Cod National Seashore and development in the town is densely concentrated around the downtown area.

Provincetown by Age



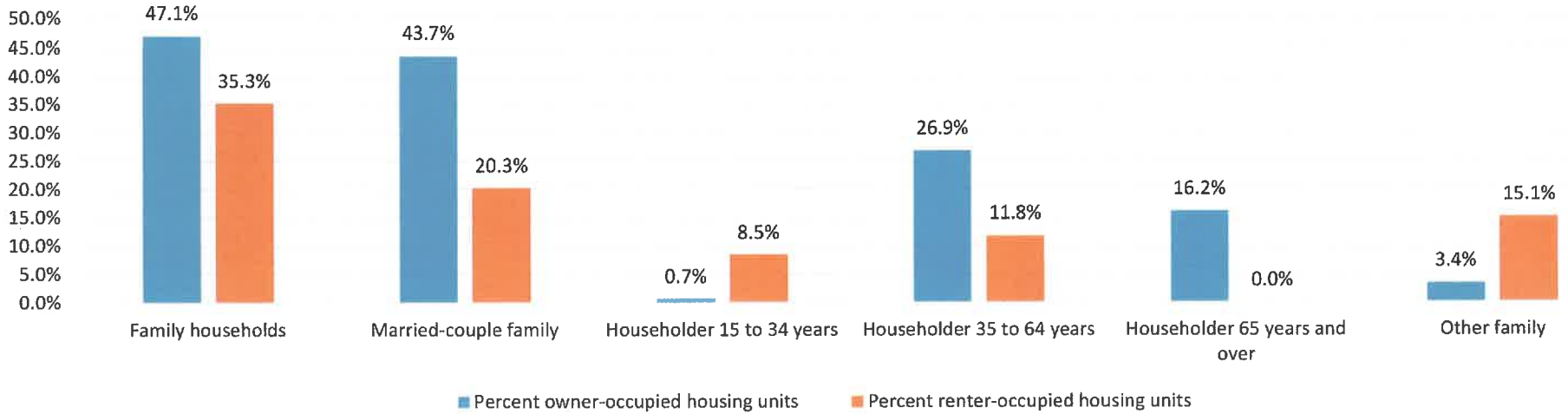
Provincetown by Race



Provincetown Community Survey (Fall 2022) & Year 1 Report, Cape Cod and Islands Association of Realtors, Massachusetts Department of Revenue

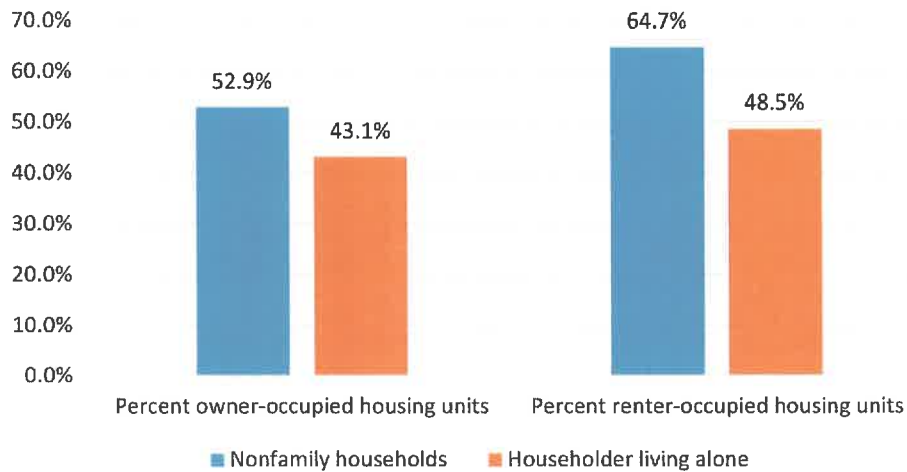
Source: Cape Cod Commission Community Housing Profile, January 2024

Household Type

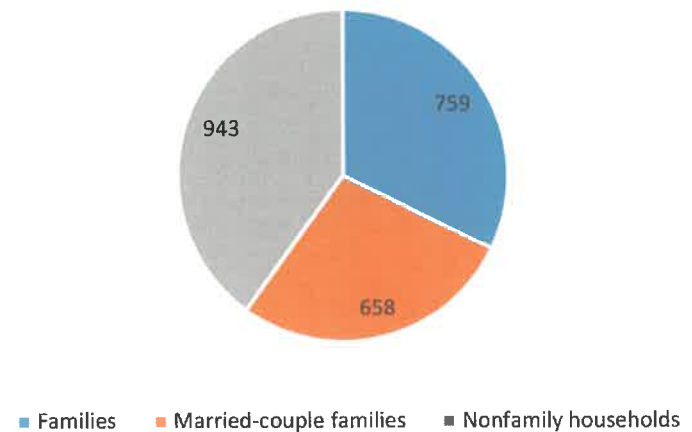


Source: U.S. Census Bureau, 2015-2019 American Community Survey

Household Type



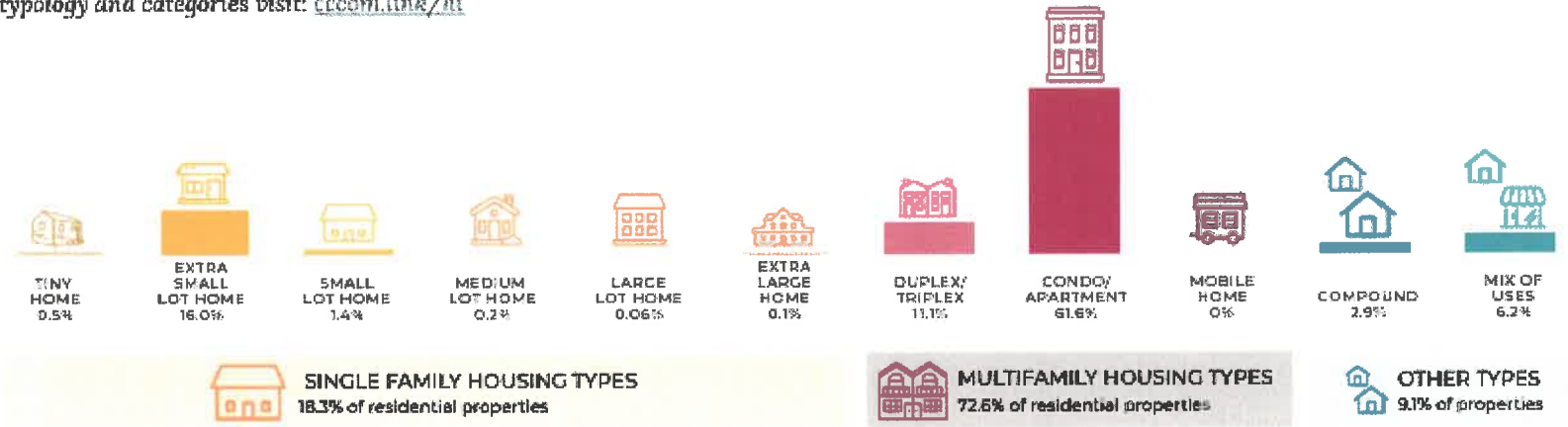
Households



Source: U.S. Census Bureau, 2015-2019 American Community Survey

Current Housing Stock

The Cape Cod Commission conducted a housing typology study using local assessors' data and state class property codes. The graph below shows the distribution of various types of residences using this data, which differs slightly from American Community Survey counts. In Provincetown, about 18% of residential properties are single family homes; almost 73%—the vast majority—are multifamily properties, which is unique for a Cape town. Just over 9% are other types of properties. Other properties may be a single home or may be multifamily homes such as compounds, which may include multiple houses on one parcel occupied by different households or a single family home with a guest house. Mix of uses are properties that have at least one residence on them but also have some sort of other use such as agricultural or commercial. For more information on the housing typology and categories visit: cccom.link/hu



Housing Stock by Year Built

Unlike the region, the majority of housing units in the town were built before 1950. Almost 15% of Provincetown's housing stock was built in the 2000s.

Source: Census and CTR housing typology analysis



Owners and Renters

There are about 2,000 year-round occupied housing units in Provincetown; of these, 76% are owner-occupied and 24% are renter-occupied. (U.S. Census Bureau, 2012)



Seasonality

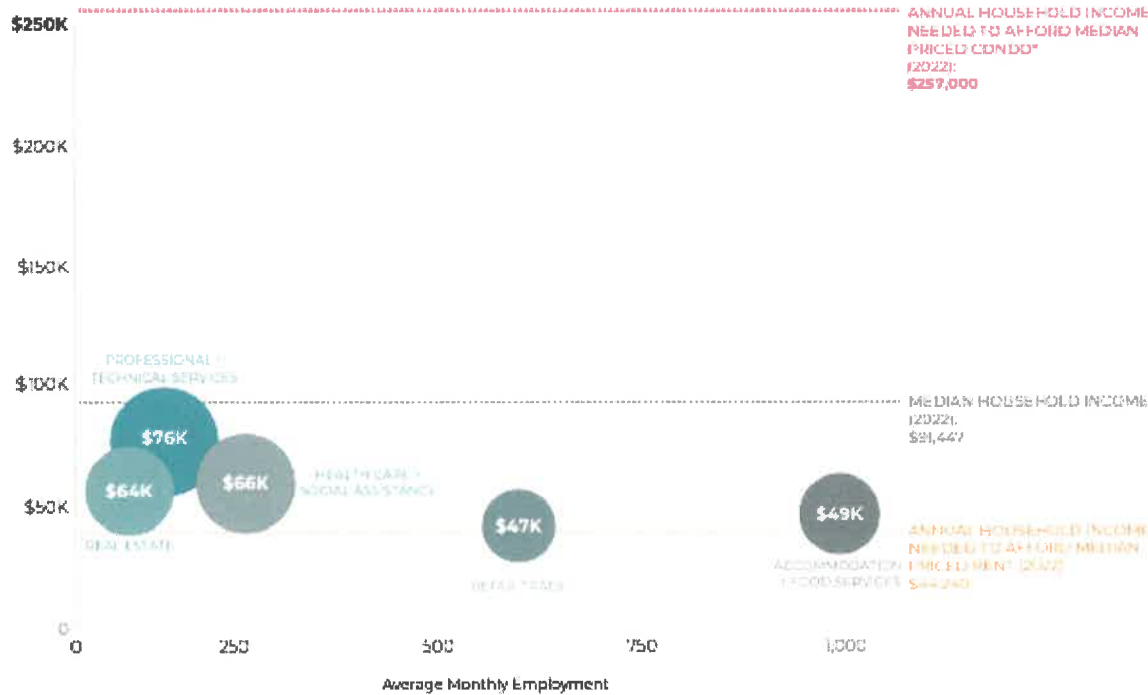
Over 1/2 of all housing units in Provincetown are used for seasonal, recreational, or occasional use. (U.S. Census Bureau, 2012)



4% VACANT, OTHER
Totals may not equal 100% due to rounding

Source: Cape Cod Commission Community Housing Profile, January 2024

Housing Affordability



In 2021 the median price for a home for sale in Provincetown was \$837,500. In 2022, prices increased to a median home sales price of \$877,500, a 5% increase. Average wages in the town's largest industries by employment fall well below what is needed to affordably purchase a home at median sales prices (affordably purchase means a household spends 30% or less on housing costs). While the median gross rent, according to the American Community Survey, is more affordable, availability of year-round rental housing is very limited.

(*Condos made up the majority of Provincetown's home sales in 2022. Single family homes are significantly more expensive. Annual income refers to a household's earnings, while annual wage refers to an individual's earnings. Data: Cape Cod and Islands Association of Realtors: 2022 ACS 3-Yr Estimates; 2022 Cape Cod Housing Needs Assessment; MA Labor Market Information; ES-202 data)

Affordable Housing Units

The Massachusetts Subsidized Housing Inventory is used to measure a community's stock of low- or moderate-income housing for the purposes of M.G.L. Chapter 40B, the Comprehensive Permit Law, which encourages communities to have 10% of their housing stock be affordable for low- to moderate-income households. While housing developed under Chapter 40B is eligible for inclusion on the inventory, other types of housing also qualify to count toward a community's affordable housing stock.

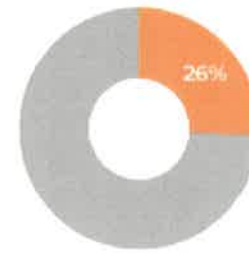
SUBSIDIZED HOUSING INVENTORY UNITS



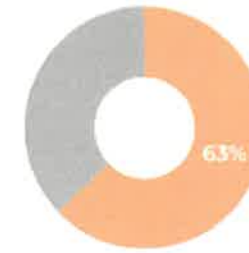
8% of housing units
(MASSACHUSETTS SUBSIDIZED HOUSING INVENTORY, 2022)

Housing Cost Burdened

A household is considered cost burdened when housing costs exceed more than 30% of monthly income. (401.2002, Year 1 estimate)



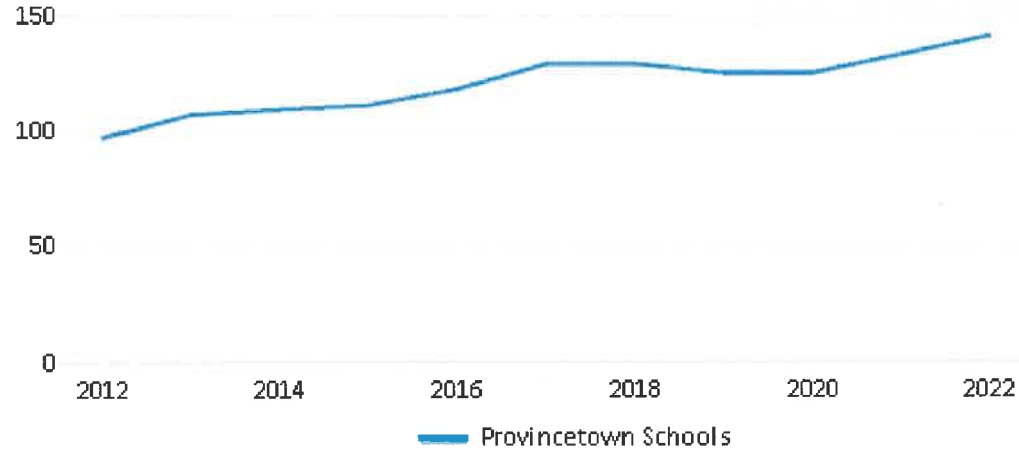
26%
 ... of owner households in Provincetown spend 30% or more of income on housing costs



63%
 ... of renter households in Provincetown spend 30% or more of income on housing costs

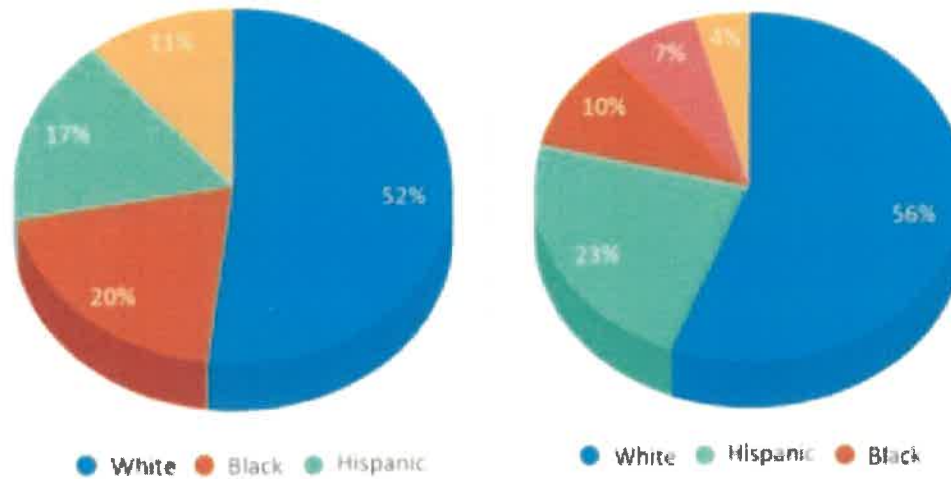
Source: Cape Cod Commission Community Housing Profile, January 2024

Total Students (Grades Pre-K - 8)



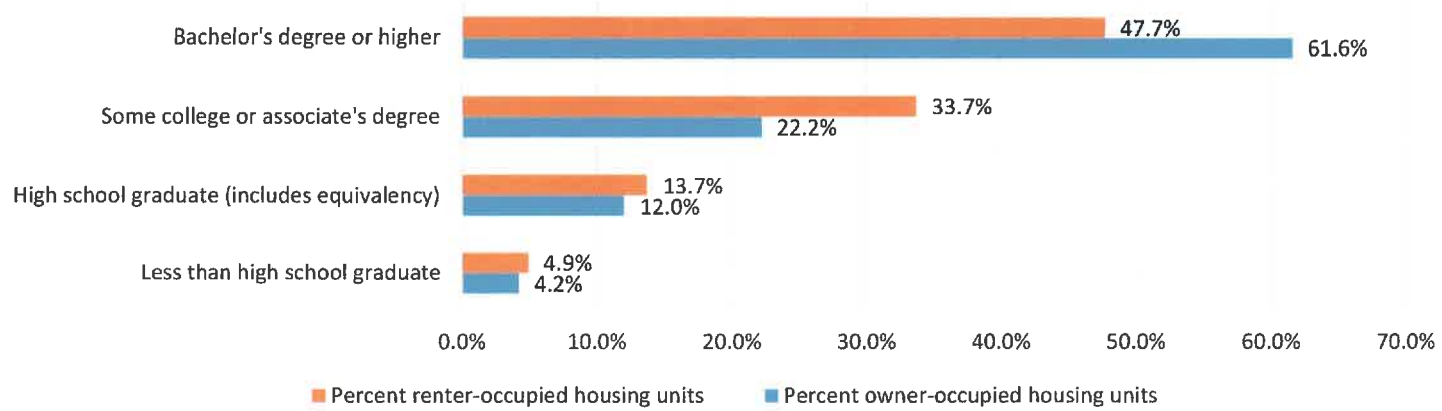
<https://www.publicschoolreview.com/provincetown-schools-profile>

Student Ethnic Diversity



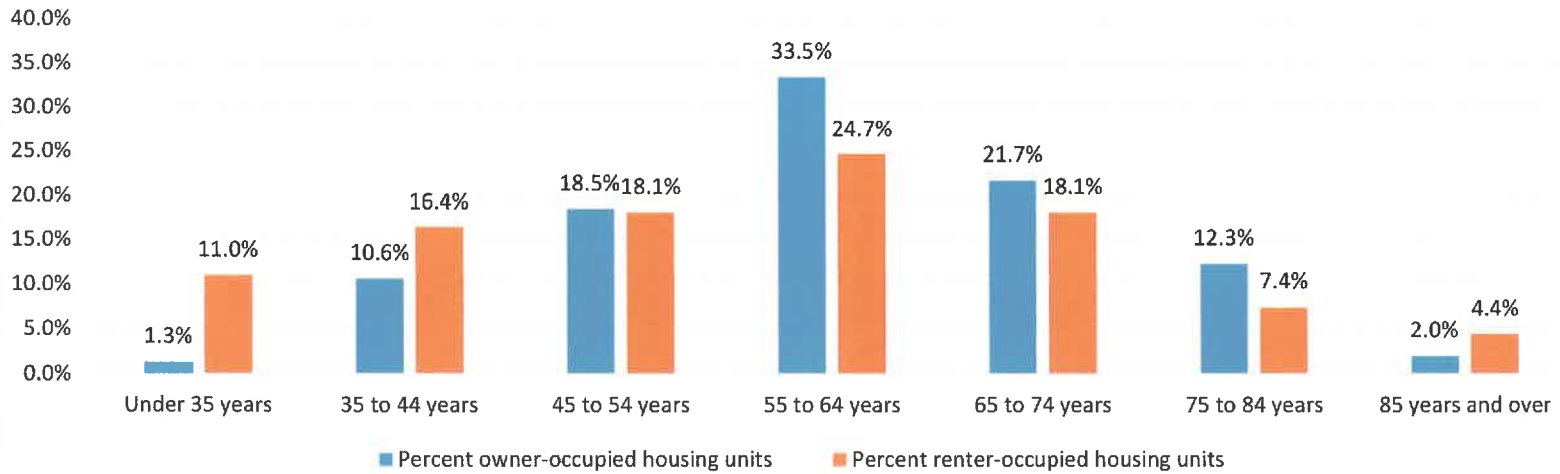
<https://www.publicschoolreview.com/provincetown-schools-profile>

Educational Attainment of Householder



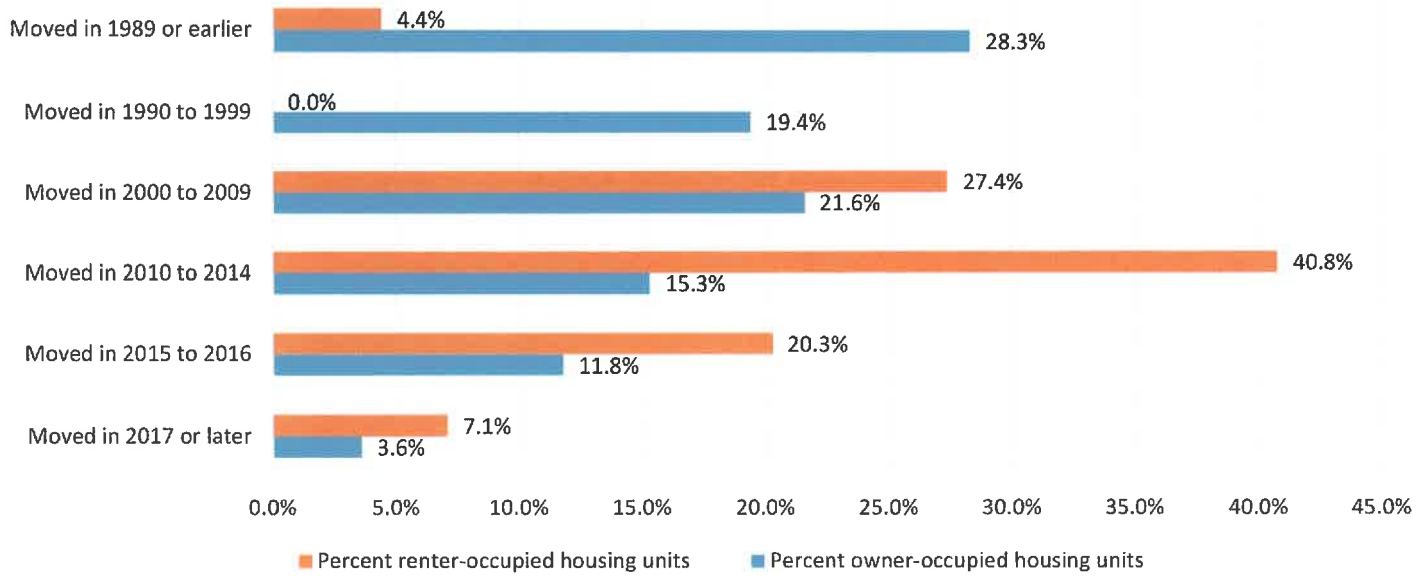
Source: U.S. Census Bureau, 2015-2019 American Community Survey

Age of Householder



Source: U.S. Census Bureau, 2015-2019 American Community Survey

Year Householder Moved into Unit



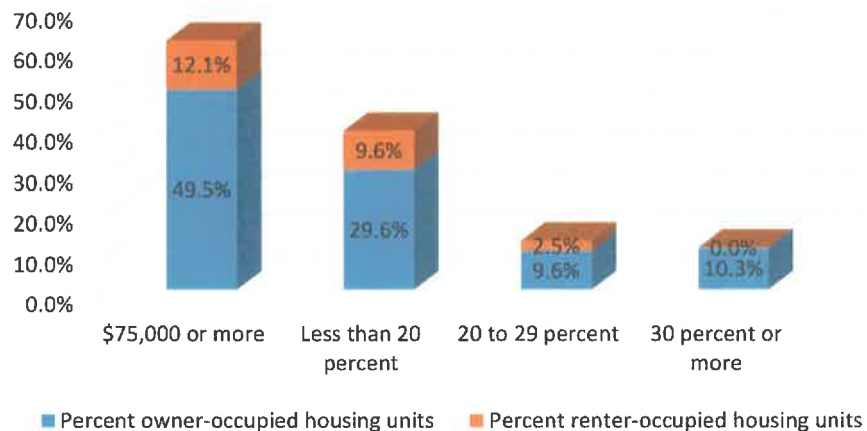
Source: U.S. Census Bureau, 2015-2019 American Community Survey

Household Income by Household Type



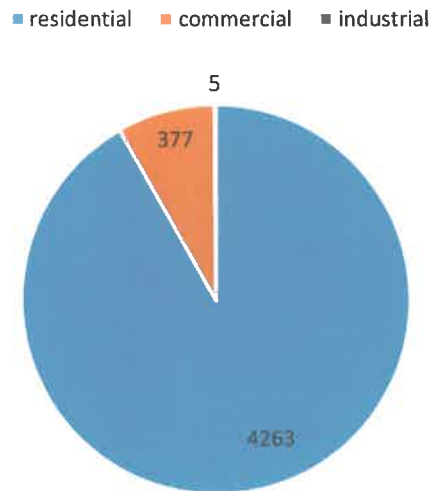
Source: U.S. Census Bureau, 2015-2019 American Community Survey

Household Income \$75k+

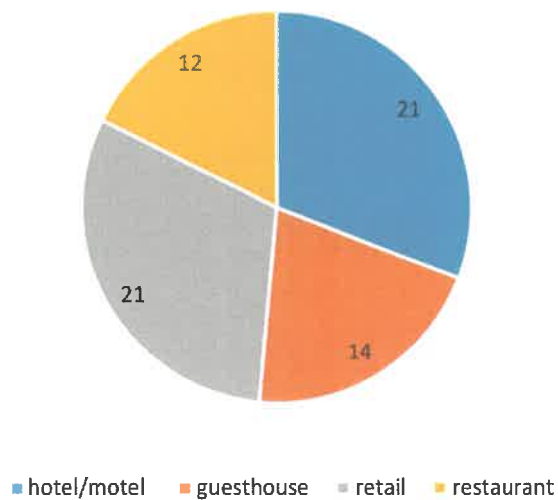


Source: U.S. Census Bureau, 2015-2019 American Community Survey

Real Estate Parcels

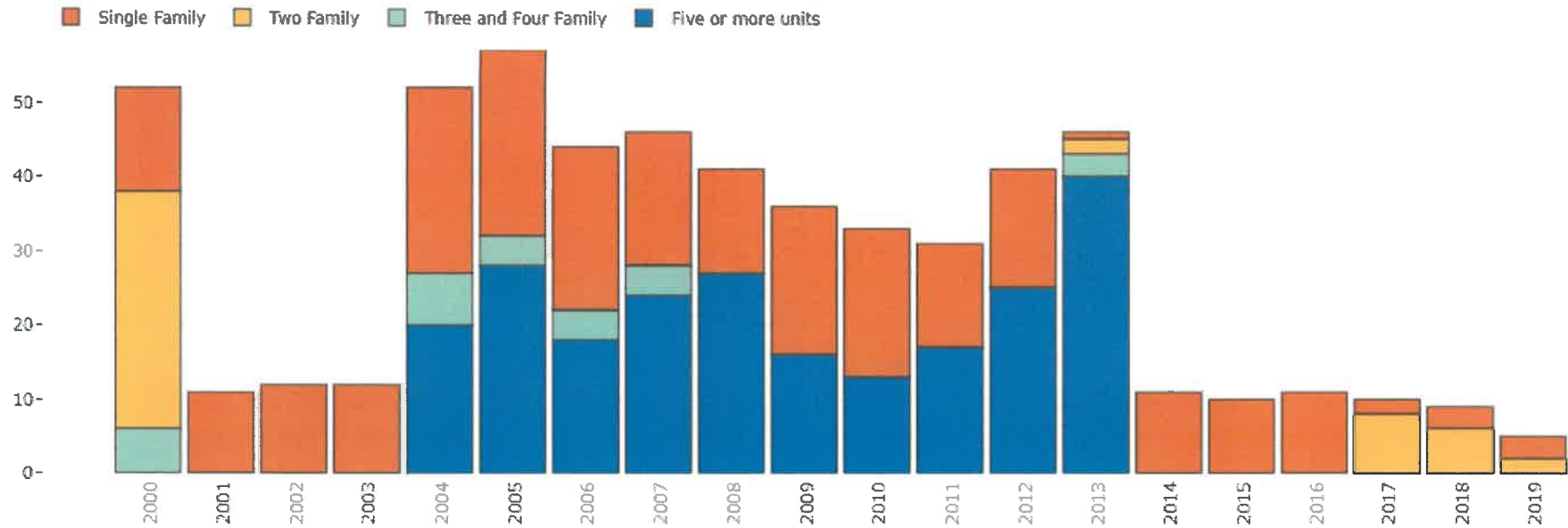


Breakdown of Commercial into Categories



Source: U.S. Census Bureau, 2015-2019 American Community Survey

Annual housing units permitted by building type in Provincetown



Source: U.S. Census Bureau - Annual Building Permit Survey (Reported and Imputed)

AGE OF BUILDINGS

PARCELS WITH DATED BUILDINGS:	4,450
AVERAGE YEAR BUILT:	1928
OLDER THAN 1985 :	3,170
TOTAL ASSESSORS PARCELS:	4,866
PERCENT OLDER 1985:	71%
OLDER THAN 1900:	1,851
PERCENT OLDER 1900:	41%

Table 3.4 | Age of Provincetown Buildings. Source: 2020 Assessor Data

UNITS IN STRUCTURE	Estimate
1-unit, detached	1,731
1-unit, attached	434
2 units	671
3 or 4 units	1263
5 to 9 units	282
10 to 19 units	121
20 or more units	210
Mobile home	23
Boat, RV, van, etc.	0
Total Housing Units	4,735

Table 3.3 | Number and type of housing units in Provincetown
 U.S. Census Bureau, American Community Survey (estimated, 2016)
 *Note: The ACS housing units data estimates contain a high margin of error and may not reflect actual numbers existing.

In a region beset by housing affordability problems, conditions here are even worse.

Cost Burdened Rental Households, 2010–2015

	2010		2015	
	Year-Round Renter Households	Spending 35% of Income or More on Rent	Year-Round Renter Households	Spending 35% of Income or More on Rent
Provincetown	592	57.6%	617	64.2%
Outer Cape	1,451	43.8%	1,401	54.9%
Lower Cape	3,061	33.2%	2,831	39.5%
Mid Cape	8,983	43.9%	5,872	44.6%
Upper Cape	5,789	40.3%	7,055	34.2%
Barnstable County	19,284	41.1%	17,159	40.3%
Boston	159,964	42.9%	168,836	41.4%
Massachusetts	904,078	40.4%	966,054	40.5%

Source: 2006-2010 and 2011-2015 American Community Survey 5-Year Estimates

Fewer residents live in town year-round.

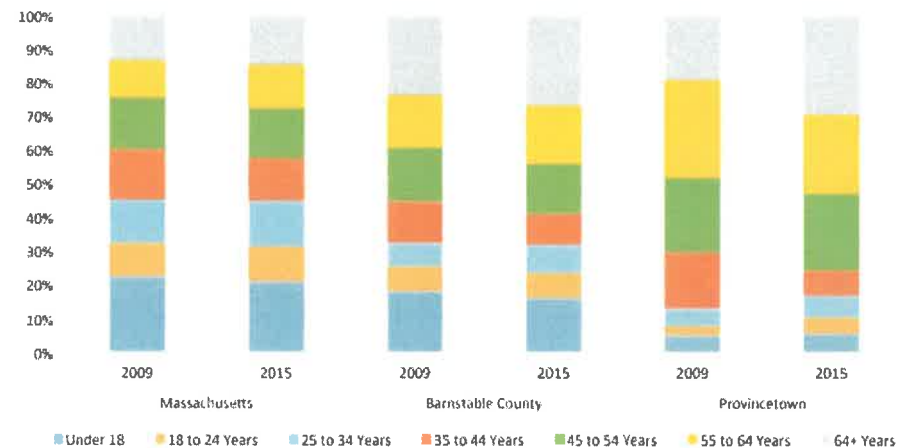
Seasonal and Year Round Housing Units, 2010 - 2015

	2010			2015		
	All units	Seasonal	Year Round	All Units	Seasonal	Year Round
Provincetown	4,478	51.7%	42.6%	4,517	55.6%	39.5%
Outer Cape	17,730	57.5%	39.1%	18,176	62.0%	35.4%
Lower Cape	29,833	42.0%	54.1%	30,232	45.4%	50.9%
Mid Cape	59,728	30.1%	65.7%	60,236	33.7%	61.7%
Upper Cape	51,547	27.1%	69.6%	52,667	28.9%	67.2%
Boston	270,470	0.6%	90.9%	278,521	1.1%	92.0%
Mass.	2,786,077	4.0%	90.2%	2,827,820	4.4%	90.2%

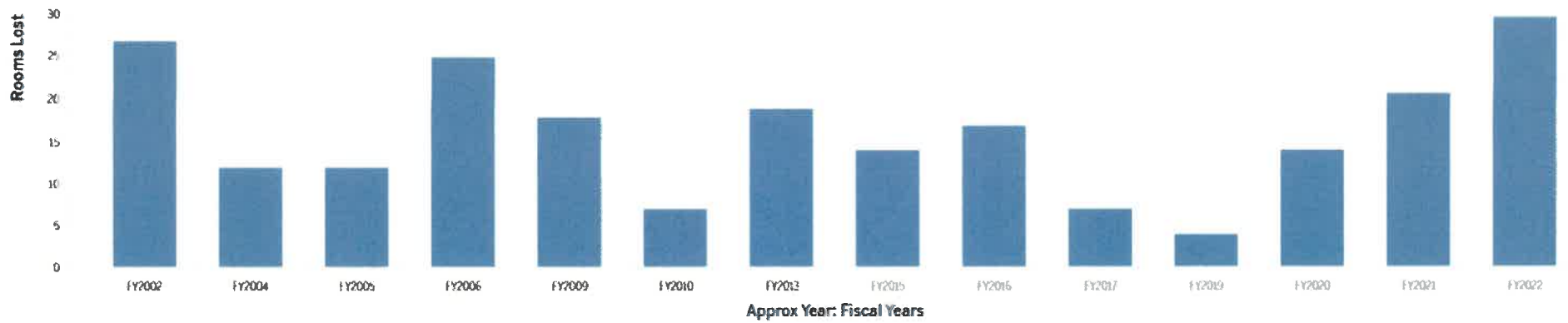
Source: 2006-2010 & 2011-2015 American Community Survey 5-Year Estimates

And a majority of its residents are over age 55.

Age Cohorts, 2009 to 2015



Source: 2009 ACS 5-year estimates, 2015 ACS 5-year estimates



Summary Details

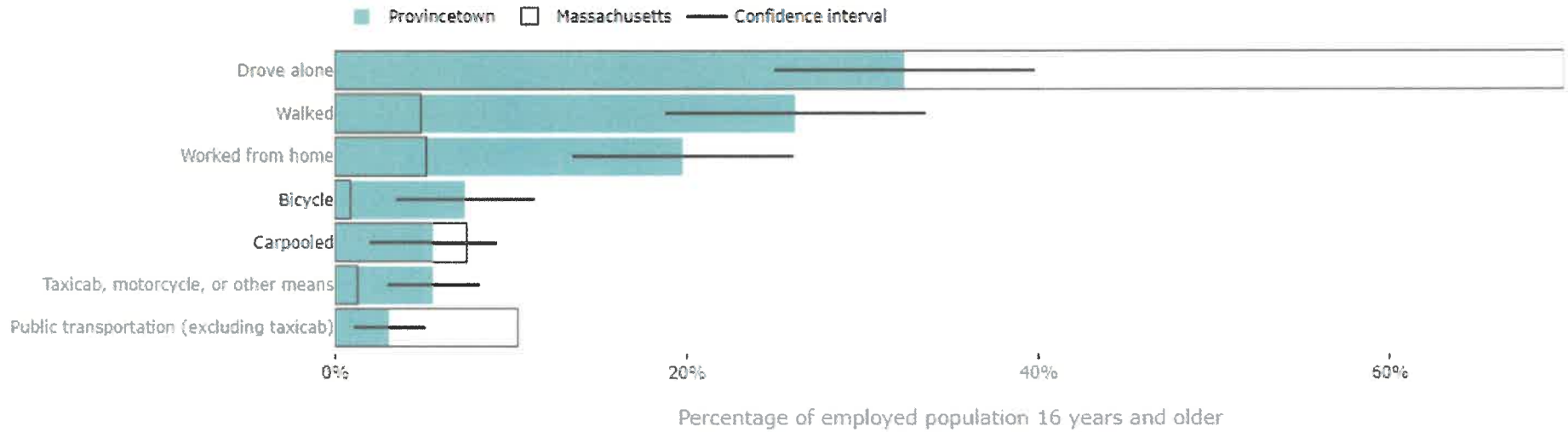
None	FY2002	FY2004	FY2005	FY2006	FY2009	FY2010	FY2013	FY2015	FY2016	FY2017	FY2019	FY2020	FY2021	FY2022
Rooms Lost	27	12	12	25	18	7	19	14	17	7	4	14	21	30
Rooms Lost	27	12	12	25	18	7	19	14	17	7	4	14	21	30

Total Guest House Rooms Lost Through Conversion from FY2002 to FY2022

source: Provincetown Community Development Department

Transportation

Mode of transportation to work
Provincetown v. State



Source: U.S. Census Bureau American Community Survey, 2015-2019 5-year estimates.
Table S0801: Commuting Characteristics

Natural Resources

Provincetown is unique. It has been described as singularly, spectacularly, unique. Imagine a place isolated by geography and geology and you begin to get a sense of what makes Provincetown different. The Town is different not only from the rest of Cape Cod, but perhaps from the rest of the world. The town has changed from being the "First Outpost" to the "Outermost Resort" in Massachusetts, and is now inexorably linked to its natural splendor. Provincetown is one of the few places in the U.S. where one can watch the day's sun rise and set over the ocean.

Unlike all the other Cape Cod towns, which are primarily composed of glacial deposits (sands and gravel laid down as outwash plains or pushed up into moraine ridges by the Wisconsin Glacier 15,000 years ago), Provincetown is underlain entirely by shifting sands and is much younger (less than 5,000 years old) than the rest of the Cape, geologically speaking. As waves laid the platform for Provincetown's substructure, wind created the superstructure: dunes. The prevailing northwest wind, which howls unimpeded from the Atlantic throughout the winter, blew the sand into parabolic dunes, whose leading edges, called slip faces, are very steep (34° angle of repose for unvegetated

sand) and generally face southeast. Behind these slopes are blowout depressions, which, if their bottoms are low enough, fill with groundwater to become ponds or freshwater wetlands.

The most appealing aspect of Provincetown's landscape is its 21.3 miles of coastal shoreline (all but three miles of it in the National Seashore) and the scenic backdrop formed by the high, steep dunes and forest. The National Seashore includes many of the pristine sandy beaches, marshes, ponds, and uplands supporting diverse species. Watershed characteristics of the Seashore, which is located within the town of Provincetown, include forests of pitch pine, heathlands, wooded swamps and freshwater marshes within the riparian areas of grasslands and dunes. There are no navigable freshwater rivers or streams in Provincetown. The town's primary freshwater resources are its ten state-recognized ponds, totaling 94 acres of surface area. Wetlands, both fresh and salt water types, are the food factories, underwater gardens and habitat for most of Provincetown's wild animals.

Provincetown encompasses 8.35 square miles of land area, or 6,400 acres. Since 1961, approximately 78% of the town's

acreage has been under the jurisdiction of the Cape Cod National Seashore, administered by the National Park Service. The municipal area of Provincetown is a highly developed stretch of land, three miles long and one and a half miles wide. The town government has direct jurisdiction over the remaining 1,900 acres outside the National Seashore, which is generally the area south of Route 6. Historically, downtown has been divided into two neighborhoods, East End and West End, with MacMillan Wharf and Town Hall being the informal centerline.

The scenic quality of the Provincetown coastline was underscored in the Massachusetts Landscape Inventory, conducted by the Department of Environmental Management. A greater percentage (about three-quarters) of Provincetown was ranked highly than any other town on the Cape. The survey classified the entire National Seashore in Provincetown as a "Distinctive" landscape (the top category statewide, including only four percent of the Massachusetts land mass) or as "Noteworthy" (the second highest ranking, consisting of only five percent of the statewide land mass).

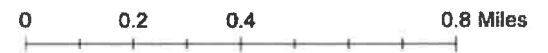
[Link to the Open Space and Recreation Plan which provides relevant data and objectives](#)



MAP 7. Provincetown Open Space Inventory

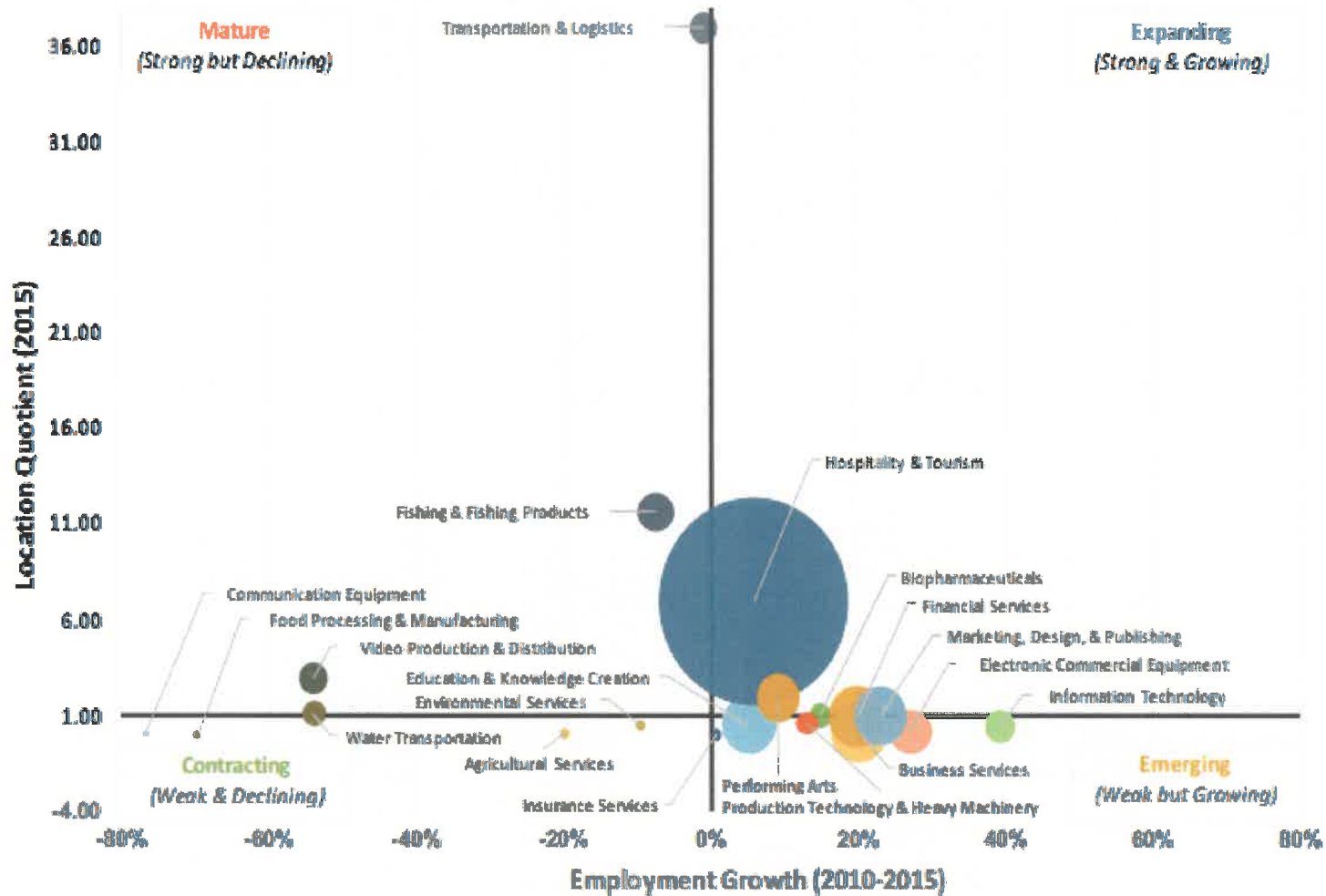
LEGEND

- | | | | | | |
|---|----------------------------|---|-------------------------|---|-------------|
|  | CAPE COD NATIONAL SEASHORE |  | TOWN CONSERVATION |  | Vacant Lots |
|  | MASS FISH & WILDLIFE |  | TOWN - OTHER OPEN SPACE | | |
|  | NON-PROFIT LAND TRUST |  | TOWN RECREATION | | |



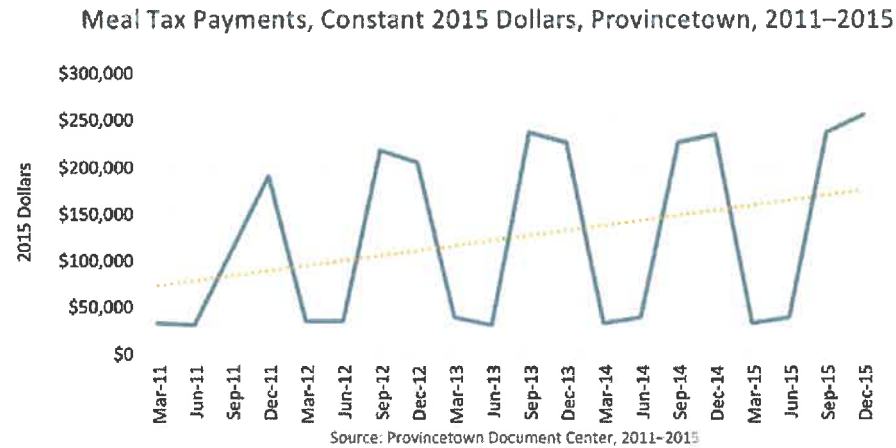
Prepared by MIS Dept. 8/25/2022

The local economy is dominated by Hospitality & Tourism.



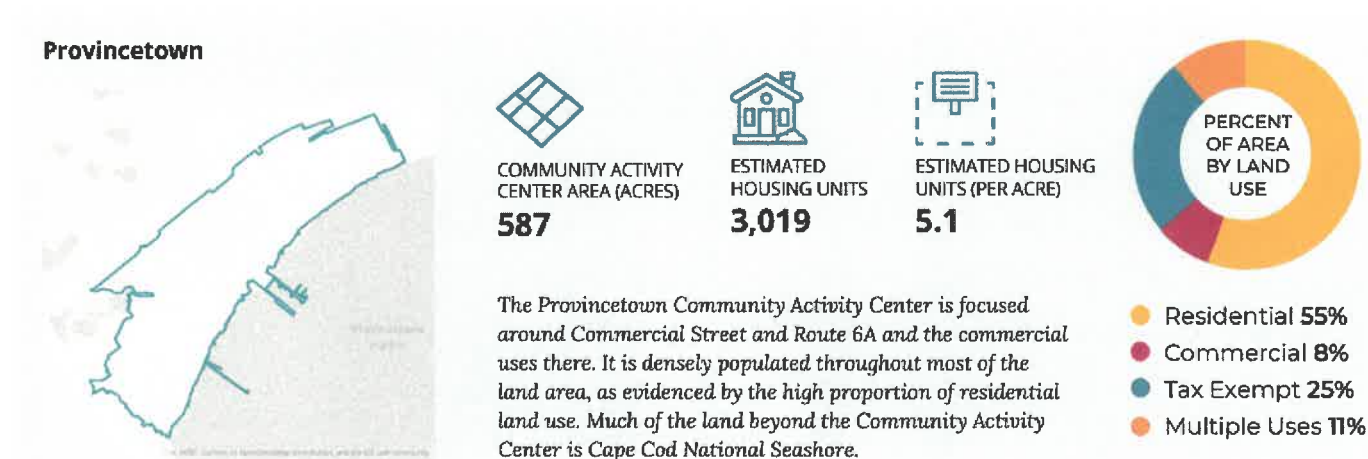
Source: Emsi 2017 Baseline Assessment of Economic Conditions in Provincetown by The Public Policy Center at UMass Dartmouth

Economic activity has increased, but remains highly seasonal.



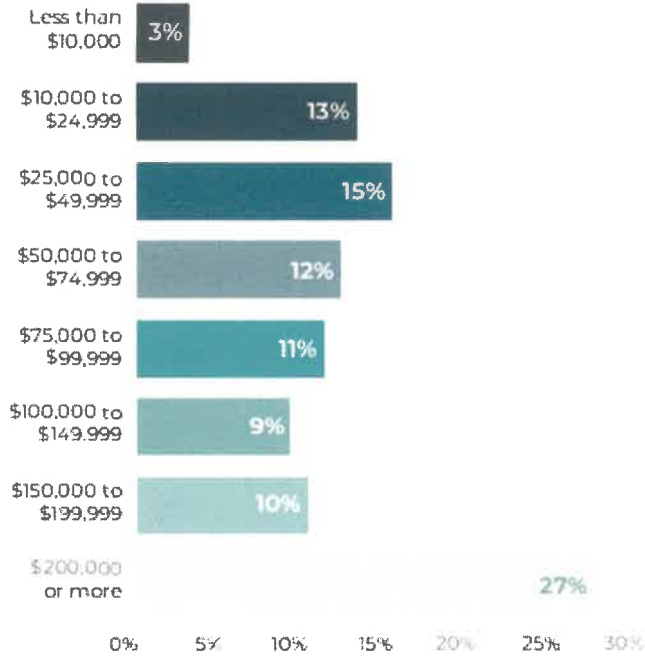
Community Activity Centers

Community Activity Centers are areas with a concentration of business activity, community activity, and a compact built environment that may be suitable for additional housing and a mix of uses at a scale that fits in with the community's character. The vision for these areas is to accommodate these uses in a walkable, vibrant area, preserve historic buildings, and to provide diverse services, shopping, recreation, civic spaces, housing, and job opportunities, with adequate infrastructure and pedestrian amenities to support development. The Cape Cod Commission identified seventeen Community Activity Centers across the region. Provincetown has one identified Community Activity Center.

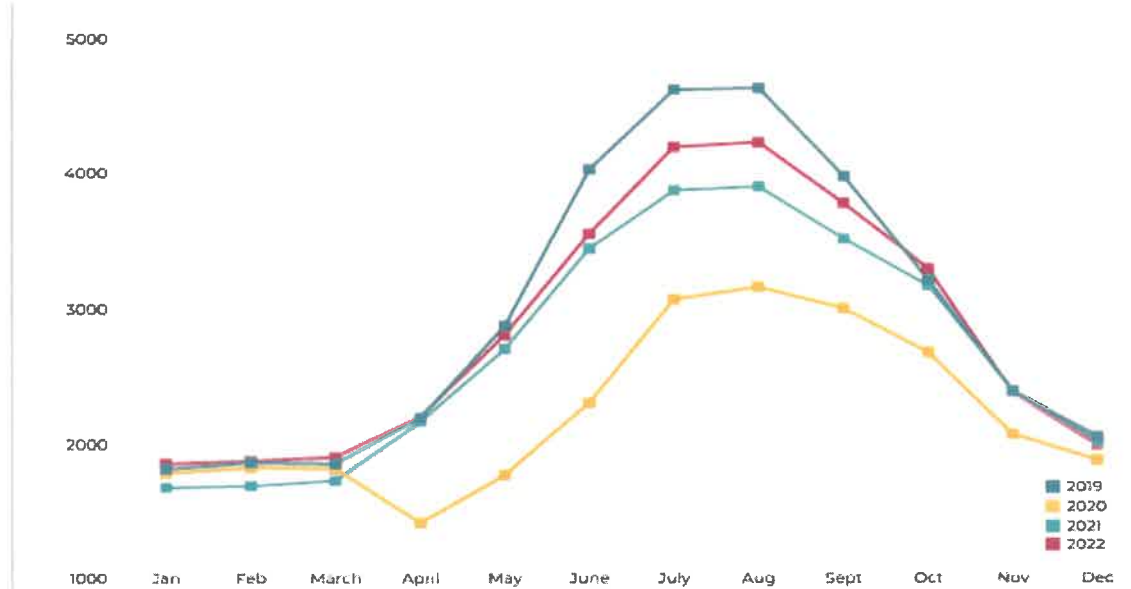


Households per Income Bracket

(ACS 2022 5 year estimate)



Employment by Month



Employment in Provincetown is highly seasonal, more than the region as a whole. In 2019 employment peaked in August at over 160% more than the low in January. Due to the pandemic, 2020 patterns were significantly different, but in 2021 started to return to pre-pandemic levels and trends which continued into 2022. (MFLabor Market Information & Data Center)

Source: Cape Cod Commission Community Housing Profile, January 2024

Seasonal pressure is worsened on holidays when tourist activity peaks.

Yearly Average Wastewater Usage with Peak Events, 2012-2016



Source: Provincetown Department of Public Works

Holidays, particularly when it rains, push the wastewater treatment facility near capacity.

Holidays When Total Rain Exceeded 0.25 Inches, 2006–2016

Date	Influent (MDF)	Connections	Ratio	Rain (inches)
7/5/06	291,132	502,228	57.97%	0.32
7/5/07	309,832	529,080	58.56%	0.82
8/16/12	483,502	794,870	60.83%	0.44
7/4/14	627,632	928,946	67.56%	1.13
7/5/14	657,199	928,946	70.75%	0.99
7/5/16	519,456	1,000,206	51.93%	0.88

Source: Town of Provincetown, NOAA rain data for Barnstable, and PPC Calculations

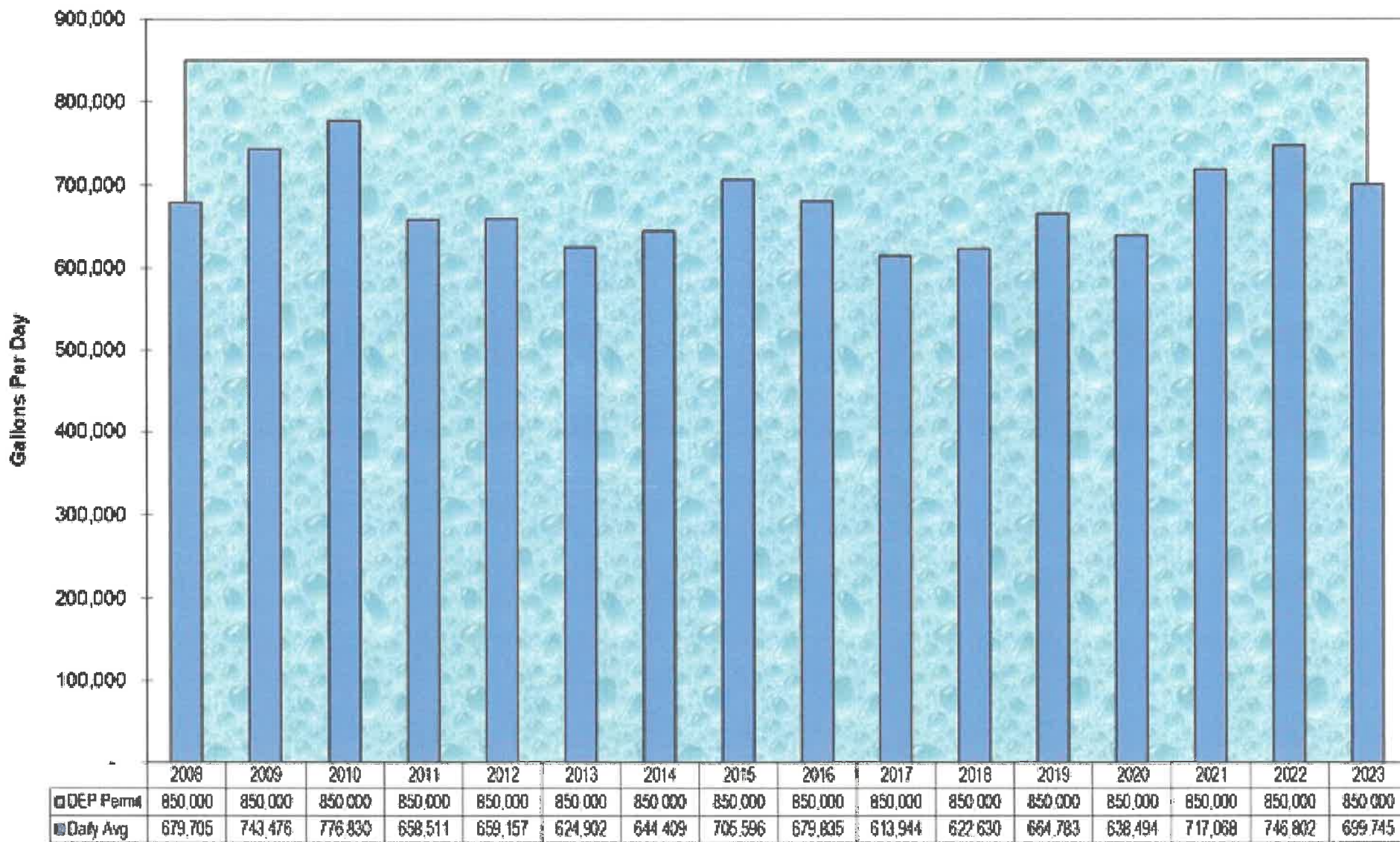
Provincetown could experience between 6.5 and 7.9 inches of rain on a peak summer tourism day before exceeding system capacity.

Forecasted Precipitation Amount (Inches) Needed to Exceed Plant Capacity

Reserve Amount	Lower Estimate	Midpoint	Upper Estimate
0	6.5	12.8	16.8
5,000	6.8	12.9	17.1
10,000	6.9	13.2	17.3
15,000	7.2	13.4	17.5
20,000	7.4	13.7	17.7
25,000	7.6	13.9	18
30,000	7.9	14.1	18.2

Source: PPC Calculations

Provincetown Water System Average Daily Water Withdrawal 2008-2023



Source: Provincetown Department of Public Works

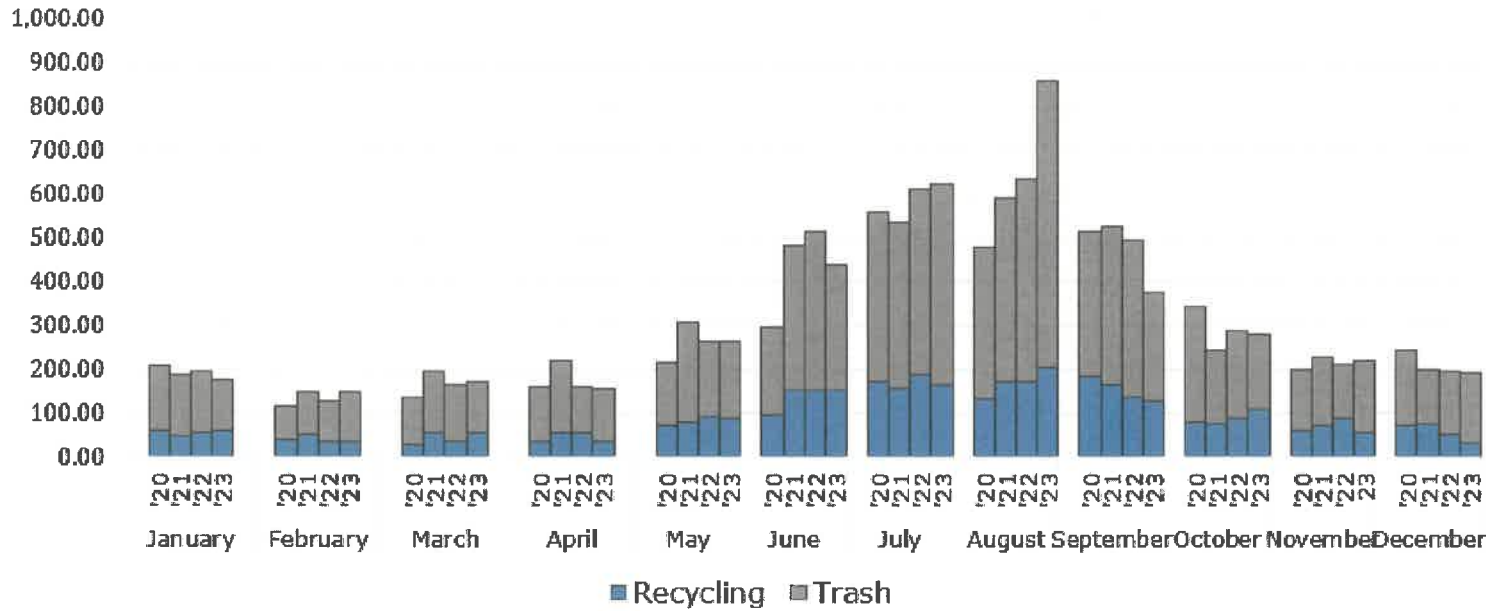
SEWER FLOWS

The annual flow total shown in the following table was at an all-time high in 2022, with the 2023 flow total a little lower and similar to the 2021 annual flow. Although the maximum day flow for 2023 was higher than in 2022, it was still well below the 2018 and 2019 maximum day flows.

Month	2017	2018	2019	2020	2021	2022	2023
Jan	3,414,327	3,771,117	3,463,971	3,221,442	3,923,477	4,018,539	4,729,155
Feb	3,157,998	2,919,860	3,010,947	3,092,855	3,914,992	3,603,775	3,735,190
Mar	3,419,005	5,010,046	3,601,907	3,240,925	4,227,991	4,087,763	4,627,053
Apr	4,840,129	4,721,045	4,415,067	3,713,983	5,083,750	5,290,056	5,044,861
May	7,199,582	6,988,802	6,990,240	4,353,791	7,407,804	7,487,128	7,270,086
Jun	9,805,340	9,879,994	9,596,615	6,755,393	10,837,468	10,409,815	10,314,865
Jul	14,456,487	14,771,700	14,654,833	11,342,778	13,796,692	14,510,066	14,522,030
Aug	14,605,983	14,939,095	14,713,574	12,248,285	13,085,085	13,619,161	14,183,671
Sep	9,516,689	9,653,810	9,469,392	9,682,753	11,012,789	10,314,799	9,786,561
Oct	7,182,005	6,973,222	6,941,481	7,025,650	8,145,932	8,218,960	7,577,919
Nov	4,118,568	4,472,427	4,511,346	4,732,435	5,152,025	4,817,402	4,613,241
Dec	3,609,769	3,865,562	3,943,201	4,211,540	4,160,590	4,708,833	4,273,768
Total	85,325,880	87,966,680	85,312,575	73,621,830	90,748,595	91,086,297	90,678,401
% Increase	0%	3%	-3%	-14%	23%	0.4%	-0.4%
July 4th Peak flow	569,833	589,502	609,787	453,161	552,682	533,798	536,259
% Increase	-1%	3%	3%	-26%	22%	-3%	0%
Carnival Peak flow	565,199	594,321	573,460	440,971	472,408	512,303	563,367
% Increase	-2%	5%	-4%	-23%	7%	8%	10%

Source: Provincetown Department of Public Works

Town of Provincetown Recycling & Trash Tonnage



<u>YEAR</u>	<u>MSW TONNAGE [Disposal]</u>
2009	3,351
2010	3,334
2011	3,069
2012	2,993
2013	2,898
2014	2,588
2015	2,802
2016	2,709
2017	2,703
2018	2,881
2019	3,020
2020	2,431
2021	2,711
2022	2,714
2023	2,793

Source: Provincetown Department of Public Works

EDP Gallon Allocations

Economic Development Permit History

2007 –	875	
2008 –	9,784	of which 110 was for employee housing
2009 –	357	of which 110 was for employee housing
2010 –	815	of which 220 was for employee housing
2011 –	3,435	
2012 –	3,102	of which 220 was for employee housing
2013 –	840	
2014 –	3,210	
2015 –	1,753	of which 330 was for employee housing
2016 –	2,601	of which 440 was for employee housing
2017 –	5,807	of which 1,980 was for employee housing
2018 –	2,495	
2019 –	<u>19,958</u>	of which 9,480 was for employee housing
2020 –	1,654	
2021 –	4,401	
2022 –	1,405	of which 330 was for employee housing
2023 –	3,595	of which 220 was for employee housing
Average = <u>3,887</u>		

2023 Economic Development Activity

Date	EDP#	Property	Gallons	Comments
9/28/2023	23-1	63 Shank Painter Rd. – The Bike Shack	225	Add 2 bedrooms for employee housing; expand retail space
10/10/2023	23-4	12 Winthrop St – Mercury Hotel	220	Add 2 guest rooms
12/11/2023	21-2	179 Commercial St, Unit 1 – Jimmy’s Hideaway	560	16 additional restaurant seats
12/11/2023	23-3	53 Bradford St, Unit 1	2,362	New laundry service
1/22/2024	23-6	198 Commercial St – Crew’s Quarters	228	Add 2 guest rooms
		TOTAL	3,595	

Source: Provincetown Community Development

Inclusionary Housing Projects to Date

Inclusionary Housing Projects to Date

Address	Total # of New Units	Inclusionary compliance				Status
		Deed Restricted Ownership Units	Income Level	Year Round Rental Units	In-Lieu Fee	
PROJECTS COMPLETE						
16 Holway Ave	2				\$25,485	Complete
170 Bradford St Ext	2				\$33,487	Complete
Harbor Hill Rd	2		Median	2		Complete
79 Shank Painter Rd	3				\$65,539	Complete
79 Shank Painter Rd	1		Median	1		Complete
30 Shank Painter Rd	8	2	Low/Mod Median			Complete
72 West Vine St	4				\$87,386	Complete
18 Winslow St	2				\$30,805	Complete
286A Bradford St	12	2	Median			Complete
170 Bradford St Ext	2	1	Middle			Complete
Total completed to date	38	5		3	\$242,702	
PROJECTS PENDING						
66 West Vine St	1				\$21,845	Under construction
40 Winslow St	2				\$35,195	Under construction
46½ Harry Kemp Wy	3				\$46,207	Under construction
50 Nelson Ave	9	1	Median		\$46,207	Under Construction
22 Nelson Ave	12	2	Middle			Approved - Town Purchased Land
3 Jerome Smith Road	65		Low/Mod	65		Approved pending construction
207 Route 6 - The Barracks (plus 112 dorm beds)	16			16		Approved pending construction
27 Winthrop/34 Court St	6	1	Middle			Approved pending construction
29 Cemetery Road	2				\$119,922	Approved pending construction
227R Commercial St	4	1	pending			Approved pending appeal
33 Conwell Street	14	3	pending			Awaiting application
26 Shank Painter Road	40		market-rate	40		Awaiting application
44 Captain Bertie's Way	25	5	pending			Awaiting application
Total Projects Pending	199	13	0	121	\$269,376	
Total	237	18		124	\$512,078	

Estimate based on current fee schedule

Updated February 6, 2024

Income Levels: Low/Mod Priced at 65%/Income eligible at 80%
 Median Priced at 80%/Income eligible at 100%
 Middle Priced at 100%/Income eligible at 120%
 Market-rate

Annual Condo Conversions



From 2007 to 2018, an average of 55 units per year were lost to condominiumization.

If these trends continue, as many as 305 additional housing units could be converted to condos by 2025.

Short-term rentals appear more lucrative than year-round leases.



Sources: 2012-2016 ACS 5-Year Estimates; Provincetown Assessor's Office; The Warren Group; TownStats; AllTheRooms

Public Policy Center
UMass Dartmouth



Appendices

The LCP is closely integrated with other municipal documents and initiatives and recently developed plans including:

- [Local Comprehensive Plan, Approved 2000](#)
- [Provincetown 365: Final DART Report](#)
- [2016 Visioning Survey Responses](#)
- [Open Space and Recreation Plan](#)
- [Shank Painter Pond Wildlife Sanctuary Management Plan](#)
- [Old Colony Multi-Use Nature Trail Conceptual Plan](#)
- [Waterfront Loop Beach Trail Plan](#)
- [Vulnerability Assessment](#)
- [Provincetown Through the Eyes of Climate Resilience](#)
- [Inundations Pathways by Mark Borrelli](#)
- [Hazard Mitigation Plan 2016](#)
- [Hazard Mitigation Plan 2021](#)
- [Coastal Resiliency - Climate Adaptation Planning for Provincetown's Historic District - Tufts 2021](#)
- [Municipal Vulnerability Preparedness Webpage](#)
- [Harbor Management Plan](#)
- [Provincetown Harbor Plan \(PDF\)](#)
- [Parking and Circulation Study](#)
- [Recreation and Parks Plan 2020](#)
- [Shank Painter Road Corridor Study 2012](#)
- [Technical Assistance Panel \(TAP\) Report 2016](#)
- [Outer Cape Bicycle Report by Cape Cod Commission](#)
- [MacMillan Pier Transportation Center Feasibility Study](#)
- [Stellwagen Visitor Information Center Feasibility Study](#)
- [Community Development Action Plan 2019](#)
- [UMASS Housing Needs Study](#)
- [Housing Playbook 2016](#)
- [Housing Strategies 2019](#)
- [Housing Action Plan](#)
- [Sewer Survey Findings - DRAFT](#)
- [Urban Land Institute Technical Assistance Panel Report](#)
- [UMASS Baseline Assessment of Economic Conditions](#)
- [Cultural Experience Streetscape Study](#)
- [Mass Historical 1985 Reconnaissance Survey](#)
- [National Register of Historic Places - Provincetown Historic District](#)
- [Growth Management Report 2021](#)
- [Water Bottle Refilling Locations Map](#)
- [Population Analysis 2021 - quarterly low season and peak season](#)

With huge support from the Cape Cod Commission: <https://www.capecodcommission.org/>







Town of **PROVINCETOWN**

Fiscal Year 2024 Town Wide Goals

Adopted by the Select Board on June 26, 2023

1. **Improve Government Operations:** Maintain and strive to continuously improve the Town's ability to provide services to residents, businesses, employees, and visitors. Explore ways to improve internal systems and organizational structure to more efficiently provide said services. Improve the Town's position as an employer by making Provincetown a more attractive place to work.
2. **Support and Promote Year-Round 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.
3. **Improve Roadway Safety & Implement Parking Improvements:** Make ongoing roadway safety and parking improvements as needed to address concerns raised by Town residents, visitors, and elected officials.
4. **Achieve & Maintain Strong 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.
5. **Advance Municipal Water & Sewer Infrastructure Investments & Long-Term Planning:** Ensure that Provincetown has the water and sewer resources needed to support its housing and development goals now and in the years to come.
6. **Invest in & Upgrade Public Facilities & Town Properties:** Ensure that our public facilities and Town-owned properties are well maintained, and that we fully understand the spatial and building needs of Town staff and our departments.
7. **Promote Diversity, Equity, & 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 and responsive to diverse groups of stakeholders.
8. **Complete Critical Town Planning Milestones & Advance Development Projects:** Complete and make progress on key plans and documents to guide our work and processes in the years to come.

9. **Improve & Expand Communications & Community Engagement:** Promote and encourage public participation and community engagement opportunities. Provide robust information to the public via multiple platforms regarding Town efforts, events, milestones, news, and critical information related to emergency management.
10. **Address Climate & Coastal Resiliency Challenges:** Ensure the Town can anticipate, plan for, mitigate, and adapt to the effects of a changing climate and sea level rise.
11. **Implement Public Health & Behavioral Health Programming:** Ensure the Town can support residents and visitors through public health initiatives and behavioral health programs.

LCP Community Engagement Feedback

May 23, 2022 - Select Board

- The LCP should be distributed to all Boards and Committees
- Update the existing conditions data, tables, and charts to include more current information than 2015 or 2016, especially the licensing data
- Note projects that are already complete, like Pilgrim's First Landing Park
- VFW Project, note that it is progressing, as has the Police station – consider using different color coding to show recently approved or completed projects or check boxes
- Projects need to be organized by prioritization – there needs to be a way to break this down by the community's highest priorities and the grouping by responsible party
- Advertising with a press release, newspapers, etc.
- Need to have in-person community meetings with folks to get feedback

Community Engagement 1 – The Commons - June 8

- What are the top three departures or differences between this plan and the previous LCP?
- What is the idea behind combining certain Boards and Committees?
- Boards and committees were created by the community in response to an identified need. It may be valuable to evaluate whether that need still exists or could be met by expanding the mission and jurisdiction of another Board or Committee with a similar charge.
- "This Town has the ability to complicate a glass of water"
- What happened to raising a family and fishing? The attitude of the Town has changed, and it feels like there is a whole new group of people every five years. Every year, the people moving here are more and more entitled. They all agree on affordable housing, but Not In My Back Yard (NIMBY), they all want economic development, but there's too much loud music on Commercial Street.
- It's a shame to see people building starter castles right next to an 1850s Cape Cod cottage
- It's sad when somebody moves here because it is a fishing village and then complains about the traps and fishing gear that are part of what makes this place what it is.
- Recommend the Billion Oyster Project in New York that is creating oyster reefs from recycled shells as an example of a natural solution for coastal resiliency that Provincetown could easily implement
- Housing prices are unaffordable for folks who want to work here year-round
- The next generation is not going to be fishermen and times are changing for this industry; you need to look at simple solutions
- Finding space for storing fishing gear is very challenging; fishermen could use something similar to Truro's Tradesman's Park in Provincetown – maybe there is an opportunity to use space near the airport?

Community Engagement 2 – The Council on Aging - June 14

- Is there a way people could comment on the draft plan and read other people's comments, such as a google document?
- Future multi-unit residences need more soundproofing; the Province Landing project at 90 Shank Painter Road is a perfect example of bad soundproofing because the developer cut corners in order to save money and we do not want to see this repeated at the VFW site

- There should be a study of Province Landing and a report done to ensure future projects are not done the same way; there should be a special condition for this at the VFW site and for all residential and commercial developments
- Investing in shell fishing and aquaculture is a huge waste of energy and money
- The existing 25 acres of grants in Provincetown are not being used now and there is no need to expand them; it makes no sense to expand the grants, if anything, they should be reduced; the area at low tide is best suited for people to walk and keep them pristine for recreation
- People should not be allowed to abandon their grant and then leave all the rusting equipment there; where is the enforcement to make sure people clean up after themselves and are not polluting our harbor?
- The shell fishing culture in Provincetown is not the same as in Wellfleet and will never be the same when floating gear has to be removed from December 31 through May 15 due to the right whale critical habitat and everyone agrees that protecting the whales is much more critical than those five months of shell fishing; whale watching and the natural environment are economically more important to the community than uneconomical shell fishing.
- Shell fishing costs too much; the amount of money for cages, anchors, lines is exorbitant as well as the labor required to be out on the water, whereas in Wellfleet where they can basically back a truck right up to the beach; we are talking about six or seven folks in their 50s to 70s here in Provincetown with no young entrepreneurs interesting in taking up the mantle; plus you cannot pay someone to help you for more than \$20 an hour; it's admirable to aspire for shellfishing here, but it is not part of Provincetown culture or economy; new residents here are professionals, not farmers.
- Fiberoptic cable and reliable high-speed internet is the best economic investment for Provincetown
- The greatest need for shell fishing is space to store gear
- The wave attenuator is not appropriate for storing gear; our storms every winter are too violent and anything on the attenuator would be dumped into the ocean and create a disaster
- The Martha's Vineyard model is not appropriate for Provincetown; Martha's Vineyard has farms and lots of space; Provincetown does not; this is a bad plan for Provincetown and would not work here
- Investing in aquaculture is a wasted endeavor when its not going to make it here; the community needs to look at significantly larger issues like housing and support the blue economy sectors that are thriving, like whale watching, ecotourism, chartered boats, and tours
- The town is spending too much money on hiring consultants for multiple projects, over and over, why not just hire one consultant for two or three years to do all the projects? Consolidate consulting services to save money and avoid duplication
- More regionalization of services needs to be done; there is no reason we cannot share services with Truro or even Wellfleet; DPW and highway services could be regionalized; by combining efforts each town could better retain employees
- There should be an Outer Cape Regional Plan; advocate that the Cape Cod Commission require communities to explore more regionalization, sharing of employees and services that could save money and help stop communities from stealing employees from one another
- Housing is the biggest problem for finding workers; especially for tourism; the tourism sector needs housing for workers in order for these businesses to survive
- Shank Painter Road should be redeveloped with stores on the first floor and housing above, especially worker housing

- Has anyone talked to Penny Silva; that is one of the most underutilized properties in Town and it is a shame that no one is approaching her to redevelop that; so many housing problems could be solved there

Community Engagement 3 – The Library - June 18

- What is the difference between a seasonal resident and a full-time resident? This should be defined in the plan
- How was the LCP Committee formed? Who is the appointing authority? Where part time residents considered for appointment?
- The redevelopment of Shank Painter Road is critical for the community; how it should look and function before they break ground on the roadway improvements is important; the community should have an idea of what it would and could look like; especially as a way to create more worker housing above the shops
- The community needs to be more creative and create new solutions to provide more affordable housing
- The plan needs to guide the appropriate redevelopment of Shank Painter Road without destroying the fabric of the community
- Expanding mental health services is badly needed; we have underserved communities here that do not have appropriate access to mental health services because most providers are located in Hyannis; people without transportation either have to ask a friend with a car or do a lot planning to figure out the bus schedules in order to make an appointment with a licensed provider; outer cape is not serving Provincetown sufficiently when it comes to mental health
- The community has changed, in some ways good and in some ways bad
- This plan seems very aggressive with the action items being assigned a deadline; is implementation even possible for the groups being assigned these goals? Do we have all the staff needed to do all the actions?
- Will the LCP drive Select Board goals or the Town Manager's goals?
- It would be great if the Select Board adopted this plan and used it to drive policy in Town; they'd actually get something done

Other Comments and Feedback:

- Page 26 under public safety and Emergency management the Local Emergency Preparedness Committee is missing (LEPC).
- On page 54, the likelihood of a radiological release from the decommissioning of the Pilgrim Nuclear Power Plant is significantly reduced.
- Page 62, additional dingy dock space is dirty and cluttered. A dinghy is something you can travel to a larger vessel in.
- Interested in promoting the development of a space to display historic artifacts owned by the Town that are currently in unconditioned storage space.
- Give board and committee members mugs and t-shirts and/or have a town-wide volunteer appreciation ball to help foster and support those volunteering their time to the Town.
- High Speed Broadband - high priority
- Sewer the entire Town - high priority
- Ensuring the LCP has the support of the town moderator Agree with getting boards to support plan with votes in warrant Prioritization of action items Boards working together - reducing silos

Cape Cod Commission Feedback:

- Staff suggests adding a brief statement or description of the LCP's alignment with the regional vision and "Growth Policy" to conform with certification requirements.
- Staff recommends adding to the Existing Conditions section a short summary of Natural Resources conditions and providing a link to the recently updated Open Space and Recreation Plan which provides relevant data and objectives.
- Some datasets are several years old; it would be helpful to provide data sets showing COVID impacts on local population demographics, housing availability and cost, and local commerce. While some of the 2020 – 2022 data sets might be "outliers" rather than indications of emergent trends, documenting changes during/from the pandemic might enhance the town's understanding of changing needs.
- The graphs on page 9, showing renter-occupied and owner-occupied housing units, seem to be missing labels or could benefit from a brief explanation as it wasn't completely clear what the "Less than 20%" and other percentage buckets are referring to.
- Commission staff appreciate Provincetown's consideration of water conservation efforts to reduce excess groundwater withdrawal (aligning with RPP WR Objective 5). Additional resources for water conservation measures and a model water use restriction bylaw are available through MA Department of Environmental Protection (<https://www.mass.gov/service-details/model-water-use-restriction-bylawordinance-update>).
- For Objective 17: Arts and Culture Economy, Strategy D., under the Land Use, Historic Preservation, and Community Character Objectives, "Encourage eco-tourism by promoting the fragility of the Town's natural resources and attracting visitors that will love and respect the environment" consider modifying the language to promote *awareness* of the fragility (and uniqueness) of the town's natural resources.
- For Strategy 1B.1 in the Action Plan and Implementation Schedule for Natural Resources, Open Space, and Recreation, "Develop municipal and street tree planting plan," the Town may want to consider adding tree preservation along with planting.
- For Transportation Objective 1: *Multimodal Transportation System...* Staff suggest adding a strategy that addresses bus service, since it is so important to Provincetown and the Outer Cape.
- For Transportation Objective 2: *Promote Alternatives to Internal Combustion Engine Automobiles...* Staff suggests deleting rail from 2nd sentence as it is not a viable mode to Provincetown.
- For Transportation Objective 3: *Transportation Solutions Adapted Specifically for Provincetown...* Staff suggests referring to the Cape Cod Regional Transit Authority somewhere in the transportation section, as it is a key partner for expanded travel options.
- For Transportation Targeted Action Items:
 - 1B – If the Town wants to continue the Route 6 road diet from Shank Painter Road easterly, it would be useful to add this, or any other potential TIP project, to the actions.
 - 2A – Consider revising the reference to improved bus service so that it addresses just Outer Cape and Provincetown needs, rather than all of Cape Cod.
 - 2B – Consider adding as an action item developing a plan for electrification of the municipal vehicle and development of charging infrastructure.
 - The town might want to consider including an action item related to preservation of transportation infrastructure – such as pavement management and maintenance activities.

- 3A – Include the CCRTA in the parking shuttle action.
- The draft notes a Climate Action Plan; it would be helpful to add a reference/link to it.
- The draft does not provide a goal related directly to the climate mitigation goal of RPP: *To support, advance and contribute as a region to the Commonwealth’s interim and long-term greenhouse gas reduction goals and initiatives, including a state-wide net zero carbon target by 2050.* The plan provides items under transportation and capital facilities related to this but lacks an overarching goal. A renewable energy goal may be helpful in addressing this.
- The draft lacks a solid waste goal; perhaps consider adding one.
- Regarding the Capital Facilities Plan:
 - Perhaps clarify/update the reference to the Fire Station HQ (p.55) that notes “Located in flood zone; needs assessment scheduled for 2021.”
 - Perhaps identify challenges/constraints related to the Municipal Airport (p.57). The draft notes that it operates flights to Boston, Portland, ME, and White Plains, NY and also contains action items on expanding connections.
 - For Capital Facilities and Infrastructure Projects Needed to Support Growth or Redevelopment: A few of the “projects” listed seem to be objectives/visions rather than projects. Clarification would be helpful as follows:
 - For both “High Speed Broadband Internet Access” (p.68) and “Cellular Service” (p70) the project descriptions read more like goals. Strategies 9A, 9B, and 9C on p.100 are related to these topics so perhaps the descriptions could be revised to reflect the action the town intends to take, since it would be more likely for the town to identify and work with service providers than provide these services itself. If the town seeks to address unserved/underserved areas and improve digital equity, this would be a good place to add that as well.
 - The description for “Free/Low-Cost Wi-Fi” (p.68) could be clarified whether the town intends to provide public Wi-Fi at town buildings or other expanded service.
- The targeted action plan doesn’t include a Capital Facilities section. Staff recommends adding specific capital facilities projects to the targeted action plan or denoting those projects already included in the targeted action plan that are Capital Facilities projects.
- For LCP certification, the regulations require providing an anticipated meeting schedule to update Commission staff on LCP implementation actions. We suggest adding this to the targeted action plan and would of course be happy to discuss what would work best for you.

Additional Feedback (June 22 through August):

- updated cover photo. If the slogan/motto is set to remain as-is -- “Ready for whatever tomorrow brings” -- I would suggest an aerial photo taken by a drone, or from the top of the monument. (I also have a small issue w/ the word “whatever” in general, but whatever.)
- “Acknowledgements”, for example (in the TOC and at the top of the “Acknowledgements” page, and possibly elsewhere) jumps right out (delete the “e” after the “g”).
- On Page 21, I noted that the Harbor Committee is listed in the Marine/Harbor governance area, and is starred w/ an asterisk to indicate it falls in more than one category. I couldn't find it listed elsewhere on the chart, but I wonder if it should also be listed in the Public Safety & Emergency Management area, or perhaps even Public Works? When I was on the committee, Rex had a primary role with resiliency preparedness and emergency management, but even after he left, the committee was involved in harbor safety issues such as vessel speed limits, no-wake or no-

go zones to protect recreational interests (swimming, boating, fishing), etc. Given the motto of the plan, I would argue that the Harbor Committee should have a role in Public Safety and be listed in that category as well.

- On Page 25, Objective 5 (my fave!), I would re-word Strategy B: Improve public access to the Harbor from Commercial Street access.
- On Page 63, Solid Waste/Transfer Station, looks like the "challenges" got cut off. I inserted another one at the end: "Limited availability of places to move waste; increased cost of moving recyclable materials; volatility in the waste market; limited space to restructure the recycling collection system." One of the best things we could do as a town is to get back to sorting our recycling -- but we have no space at the Transfer Station to set up a system that works, and our reliance on curbside collection makes it very "easy" for us to be complacent about that. As a result, and at the mercy of the global market, we get \$0 for recycling, we pay to have it shipped/received, and we don't work hard enough to reduce our consumption of so-called "recyclable" materials (polyethylene, polypropylene, etc.).
- On Page 91, Str 5B Action 3, I'd like to see it read this way: "Set goals for reducing the annual tonnage of solid waste and increasing realizing a greater return on the tons of recycled materials; this should include a solid waste plan with research, outreach, education, and implementation components to achieve annual reduction goals." This change would remove the emphasis on recycling as a lofty goal ("increasing recycling" can be interpreted as a good thing, but only when the materials recycled are actually being sent to recycling facilities -- our stuff all goes to a MRF and sits there waiting for a ride to a recycling facility; due to a global glut, a lot of it goes to incineration plants now).
- I searched for "Chapter 91" and "Ch. 91" and found only one reference to this critical development control mechanism. I may have missed where it was highlighted, but if it's not already explained or at least referenced, I highly encourage the inclusion of a sentence or two in the waterfront development or infrastructure sections. Or maybe it could be referenced in the Appendices (Page 126).
- Apart from the photo of John's boat up on the frozen hard (Page 50), I found no photos of the town in winter, and there is no mention of "snow" in the document. Please include at least a reference to the fact that we do have winter here!
- Lastly, I appreciate the inclusion of Center for Coastal Studies with regard to the Blue Economy, scientific input, housing concerns, and coastal resiliency.

Dear Thaddeus and those you'd like to share with re the LCP,

Thank you for continuing to send out these reminders for the upcoming presentation of the Local Comprehensive Plan proposal.

A great deal of work has gone into this from numerous groups, and participants, and it shows.

I would like to remind those planning, that over half of our year round population is considered by the state of Massachusetts to already be in the senior citizen age category. That group will continue to grow for a number of years. As we look to what the town needs, more than ever before, we need to be mindful of this. Our Town funding has not followed this increasing population with the services it offers. We will need additional funds to be filtered into boards and projects supporting this aging population and the activities, interests, and services they require.

I am not writing this from any of the boards on which I serve, but as a year round citizen. I am including things I noticed that were missing or could be reworded for the services to our aging population(yep I'm there), and for other areas as well.

Some areas that could use attention:

Transportation:

There are vehicles belonging to the COA (Council On Aging) and some other agencies that can be requested, but since we are looking to reduce the number of cars(Obj 2 Strategy A), There is no mention of transportation options for seniors to easily use public transportation? Is there a bus/cart/van that transports around town and regularly to the senior center, to SKIP, to Stop&Shop, to each end of town? Not everyone is going to be able to bike (Obj 1Strategy B)

Land Use, Historic, Community Character

Obj 1 - Streetscapes:

There are worries that the new sidewalks of downtown and reaching to the West End parking lot might continue throughout town. As attractive as they are they are treacherous for transport chairs or wheelchairs, Canes, and unsteady footing due to less than level sidewalks since our brickways get parked on by huge trucks— DPW, Delivery etc). There are some areas in town with just lines, they work. Its really safer to traverse. Have the people in town who use a wheelchair been interviewed? Just wondering their 'take' on the streetscape and improvements.

Obj 3 - Housing:

You state “year round and seasonal workforce”. (This statement is confusing... does that mean it’s only year round workforce and seasonal workforce housing?... Please make that statement clearer)

Also, There could be wording added to be sure that a truly “diverse aged” population is included the word ‘diversity’.

Objective 7 - Community Character

This is always a challenge because those who are motivated by greed want things bigger and ‘better’, and attempt to stretch the rules. We are constantly trying to keep those people who make statements like “Oh we’ll just get around that deed restriction”, or “we don’t need to adhere to those percentages”, both of which I’ve experienced. So YES we need clear revised guidelines and a manual. When people break the law, can we insist it is felt enough that no-one will challenge the laws/ rules and jeopardize our community character?

How can the town establish checks and balances to be sure that all the people involved (a board or committee) in approving some kind of construction are communicating. Example: How did a worker who was supposed to have a license to do work, complete the work, have it inspected and NOT have renewed his license to do said work for *over 5 years*? What was missing was that the inspector did not have on their list to check that the license was current, before they inspected. That’s poor communication. Those kinds of things should be in place right from the start when they apply for the permit. And how does work get completed by a well known worker without insisting to the homeowner that they pull a permit? That should not occur, but it does, with no or few repercussions. Improving communication would be helpful in reducing these events.

Obj 8 - Historical Development and Education

Strategy A - Create a plan that identifies... characters in particular ...people...to ... educate about the town’s unique history

We have many, many seniors in town who have lived here all their lives or almost. They could be included as part of our history, be interviewed, record their memories of a time gone by. The impact of things on this town: maritime, people bringing in huge catches, or boats and sailors being lost. And other history, including the devastation of AIDS. There are so many residents who could be interviewed before they pass and we lose all that history.

Strategy C - Encourage the creation of...innovative ways to ...educate about the town’s historic places

I was disappointed that an installation to support this strategy was removed because 1 person said they didn't like it? A select board member said they didn't like an educational installation about the historic shellfish industry and had it removed with a single say so before the installation was even completed. It had been approved by the select board and was created with monies from a grant. It wasted the grant money, wasted time and our taxpayer money by having the DPW to remove the installation. How can we have in place checks and balances to keep 1 person from wielding this much power in our small town.

Obj 12 - Support Aquaculture

Add Strategy J - Educate the public of the advantages of the aquaculture and how these incredible creatures are cleansing the water of Provincetown Bay! "Oysters!! These creatures are natural purifiers: A single adult oyster can cleanse about 50 gallons of water per day." www.cnn.com/2019/01/16/tech/billion-oyster-project/index.html

Thank you!

Truly,

Penelope Sutter
61B Commercial Street

Thaddeus Soule

From: Jeff Mulliken <jeff.820@gmail.com>
Sent: Tuesday, August 9, 2022 5:03 PM
To: Thaddeus Soule
Subject: Re: FINAL NOTICE: Local Comprehensive Planning Committee seeks feedback on the Draft Plan

I conducted a review of the LCP. Here are my comments:

- There are many, many initiatives, and I am grateful that the Implementation Plan assigns each task to an entity or group of entities - helpful!
- Is each entity or group capable of carrying out the assigned tasks? How will that be tested or confirmed?
- In the case of the Planning Board's tasks, I am not confident that we are capable of the best possible re-write of by-laws, where suggested, without consulting with others or outside professional advice.
- I think it might be time for a comprehensive review/re-write of the zoning by laws by an outside consultant to implement aspects of the LCP that could be supported by zoning bylaws.
- There are approximately 45 different boards, commissions, and committees in Town. Could an initiative be to review where the number could be reduced for potential efficiencies, by combining like areas of interest, and reduce the need for so many volunteers?
- Could there be an initiative to look at combining ZBA and Planning? So often Planning is looking at projects where key issues we might be concerned with have been preempted by ZBA prior approvals?
- The Building Committee is listed, but not assigned any tasks, although we have one. Currently it's monitoring the Police Station construction. Perhaps the Building Committee could have some role in the LCP implementation if there are other long term capital investment facility projects?
- Both the DPW and Fire have presented large projects that have large financial impacts. Although the LCP has been drafted, should these two be integrated into the plan? I notice that the Sewer Extension project has been addressed in the LCP.

Best,

Jeff

Jeff Mulliken
617.285.6885
jeff.820@gmail.com

On Thu, Jul 28, 2022 at 2:45 PM Thaddeus Soule <tsoule@provincetown-ma.gov> wrote:

Dear Provincetown Board or Committee Member and Staff Liaisons:

This is the LAST opportunity to send feedback on the Draft LCP. All you need to do is contact Town Planner Thaddeus J. Soulé, 508-487-7000 Ext. 553 or tsoule@provincetown-ma.gov by August 12, 2022. Thank You to everyone who has already submitted feedback. Your input is greatly appreciated.

View the Draft LCP: <https://www.provincetown-ma.gov/1001/Local-Comprehensive-Plan-Update>

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May 23, 2022 LCP Committee presents draft plan to the Select Board and the Town

September 2021 – April 2022 LCP Committee Approves the existing conditions, targeted action plan and implementation schedule

Thaddeus Soule

From: Peter Okun <peteokun@gmail.com>
Sent: Wednesday, August 3, 2022 2:15 PM
To: Thaddeus Soule
Subject: Comments on Comprehensive Plan

Hi Thaddeus

Here are a few of my ideas for the local comprehensive plan which I brought back from the 2 day seminar One Cape.

1) Add a provision to encourage the town of Provincetown to participate in the Cape Cod Commission's program for Low Lying Roads. (This program helps towns on Cape Cod identify specific areas subject to flooding now and into the future. Then suggests mitigation and helps prioritize projects and helps find funding. It was specifically pointed out to me the Provincetown is currently one of 5 towns on the cape NOT participating)

2) As part of the transportation section, we should add a provision that helps mitigate greenhouse gas emissions by encouraging the use of electric vehicles. We can do this by providing more charging stations for tourists but also for residents recognizing that many of our residents rent their homes and as such may not be able to install chargers at home. We should also consider reductions in parking permit costs for EV owners.

Also we should seek to encourage the use of E-Bikes by residents and workers. In addition to reducing the CO2 emissions this will reduce congestion in our parking lots and streets. E-Bikes can also help alleviate housing issues making it possible for workers to travel into town from housing that is further away without the need for a car. To do this we should install more bike racks that are geared to the emerging E-Bike mode of transportation. (These bikes often require more spacing between bikes than typical bikes) We should also make residents aware of subsidies offered to help lower and middle income workers purchase E-Bikes.

I'm still working on other ideas. But I think we need to strengthen many of our provisions dealing with Climate Change. I was disappointed not to find others from Provincetown at the One Cape conference other than Alex Morse, who made a presentation and left.

See you tomorrow
Peter

--
Peter H Okun
Purple Point LLC
peteokun@gmail.com
www.Ptownairbnb.com

Thaddeus Soule

From: Lucy Mckernan <mckernan724@gmail.com>
Sent: Wednesday, August 3, 2022 1:10 PM
To: Thaddeus Soule
Subject: Re: FINAL NOTICE: Local Comprehensive Planning Committee seeks feedback on the Draft Plan

Good Afternoon,

As a lifelong member of the Provincetown community I'm in awe of the thorough job and stellar commitment of the LCP committee. It has my full support and hopefully the full support of the community.

As a board member currently serving on the Recreation Committee, I have just a few little notes, I'd be remiss if I didn't share at this opportunity;

-pg 55, the capital facilities plan, lists the VMCC and the challenges/constraints listed are "stairs to Grace hall parking need replacement." I'd argue this is woefully underrepresented the challenges the recreation department is currently facing in this building. Not only is the building in need of major repairs (roofing, gymnasium floor, HVAC, ect), it's also increasingly difficult sharing this space amongst so many organizations (the DPW, COA, MIS, emergency operations center, the infant and toddler daycare rooms and Preschool, Prek and Kindergarten classrooms).

-pg 59, capital facilities plan, Lists the skate park, which was "temporarily relocated" into a storage container.

-pg 59, capital facilities plan, Lists the Chelsea Earnest playground and the challenger/constraints listed are maintenance. Again another underrepresentation of what the problems are at the site currently. The playground is in disrepair and requires a major renovation. I've suggested the board explore ADA grants to offset the cost but it is a parcel the town should invest in the future of.

-pg. 80-81, targeted action items, section 4A-4F With the full support of the board, the recreation director asked the town to approve the recreation budget increases that would create a part time adult programs coordinator and cover the costs of system and/or technology upgrades to make access easier, both were rejected.

Thank you for giving us all an opportunity to give our input,

-Lucy Mckernan

PROVINCETOWN LOCAL COMPREHENSIVE PLAN DRAFT

Hi Thaddeus,

I am writing regarding the LCP and first want to say how impressed I am by the scope and detail that has gone into its development. I appreciated being a part of the initial community sessions and it is exciting to see it coming to fruition. I know it has been a lot of work and commend the Committee and you in moving it forward.

I had previously submitted some specific suggestions primarily regarding updating language. Since doing so, I have continued to think about the plan, particularly as it relates to the significant changes in town population trends in recent years. I believe that these changes can inform the LCP but was not certain how to make specific recommendations to the plan to reflect these trends so am passing on information in the hopes that you can share it or guide me in doing so.

In the past two decades, national, state and regional aging services networks have been preparing for the impact that baby boomers would have on services for older adults and on senior centers, both in terms of increasing numbers and changing needs. On the Cape, this discussion has highlighted the quickly shifting demographics of Barnstable County, the "oldest" county in the U.S. outside of Florida.

Recent statistics are even more staggering than anticipated. While Provincetown's year-round population has not increased, the percentage of residents 60+ has. In 2010, there were 938 residents aged 60+ in town. In this year's town census, there were almost 1500, meaning that over 50% of our population is now over the age of 60. The state average is just 23%.

This increase has been documented, although at different rates, in every town on the Cape and has been accompanied by a decrease in residents under the age of 24, at least partially due to the lack of affordable housing and employment opportunities for younger adults. Although the focus is on the aging of the Cape, the retention of younger residents is equally critical in sustaining a rich, thriving, year-round community and meeting the goal of accessibility to all.

The strain on services for older adults on the Outer Cape are especially reflective of this shift. For example, obtaining subsidized home care services five years ago was difficult but possible. Today, there can be up to a one year wait for services. The lack of workforce and travel time required for care providers is exacerbated here by our rural setting. Although the situation is not as critical for those who can afford to pay privately for services, there are delays for private services as well. A decade ago, the waitlist for senior housing at Maushope was 3-5 years; today it is 7-10 years.

I believe that we are taking some strides Cape-wide that will support the needs of older adults and make it less challenging for younger people to remain on the Cape; however, the aging of our town and region must be a lens through which all planning is generated, especially as the changes are most significant on the Outer Cape.

I know that there are many lenses that inform the LCP such as climate change, our tourist-based economy, etc.; however, the significant changes in aging trends that are projected to continue at least through the next decade affect the issues addressed in the LCP: housing, economic development, health services, transportation, diversity, etc. Everything from decisions about sidewalks to types of housing units to technology to accommodating special needs in emergency situations must be considered.

I appreciate this opportunity to share my thoughts and would be happy to be involved in future discussions. Thank you, Chris

Population and Households by Age Cohort Based on 2010 Headship Rate, 2010-2025

Age Cohort	2010			2016			2025	
	Total Population	Households	Headship Rate	Total Population	Households	Total Population	Households	
14 Years or younger	161	0	0.0%	178	0	187	0	
15-24 years	127	13	10.2%	80	8	89	9	
25-29 years	110	45	41.1%	41	17	46	19	
30-34 years	128	67	52.6%	127	66	44	23	
35-39 years	162	92	57.1%	255	144	50	29	
40-44 years	231	140	60.7%	118	71	18	11	
45-49 years	353	239	67.6%	154	103	77	52	
50-54 years	396	254	64.1%	471	299	158	101	
55-59 years	336	229	68.3%	258	174	231	158	
60-64 years	339	239	70.5%	403	281	302	213	
65-69 years	197	132	67.0%	258	171	281	188	
70-74 years	124	88	70.8%	287	201	264	187	
75-79 years	114	88	77.1%	151	115	243	187	
80-84 years	71	59	82.8%	80	66	118	98	
85 years or older	93	79	85.3%	101	85	114	97	
Total	2942	1765	-	2962	1802	2222	1,372	

Source: 2010 Decennial Census microdata; 2012-2016 ACS 5-Year Estimate, Tables S0101 & S1101; UMass Donahue Institute Population Projections; authors' calculations

Thaddeus Soule

From: Christopher Mathieson <christopher.mathieson@gmail.com>
Sent: Friday, July 29, 2022 12:39 AM
To: Thaddeus Soule
Subject: Re: FINAL NOTICE: Local Comprehensive Planning Committee seeks feedback on the Draft Plan

Thaddeus,

Transportation:

I don't see any mention of state laws different recently signed by Governor Baker which regulates reduction of greenhouse gas emissions by 50% from 1990 levels by 2030 in the LCP. I feel like for sure in the transportation section this should be brought to the forefront so that as a Green Community and it's a Complete Street Community we are adhering to state laws they call for the reduction of GHG emissions. If think it should be very specific in LCP.

Under the promotes and support programs to increase use the fair service I feel like this should be more specific as well and should tie into the reduction of greenhouse gases by 50% by 2030.

The encourage walking and cycling as healthy alternative to automobiles strategy I would add affective and healthy..... like some type of language that gets the point across that this mode of transportation say by bike is more effective and efficient mode not just healthy and also tie it into reductions of GHG emissions.

I would also put in strategy on additional point by providing connectivity between major town resources for Bicyclist and Pedestrians. For example at the transportation hearing last year I requested that I shared bike lane be added to Winthrop Street all the way to Shankpainter's crossing into Stop & Shop because then this gives people a safe and effective means of travel from both east and west side residential areas onto Winthrop Street and then with two crossings already there crossing Bradford and Shank painter to Stop & Shop we're people through all the shopping.

If we have connected infrastructure for Bicyclist and Pedestrians to go about their daily activities that automatically is going to reduce the use of automobiles in town and coming to town thereby reducing greenhouse gas emissions they are by giving problems on the capacity to follow state laws and regulations on reduction of greenhouse gas emissions by 50% based on 1990 levels by 2030.

Historic

Strategy the create neighborhood plans I would give a concrete example here like for example lobes square. That area is a total in complete math now and if you look at historic photos of it it used to be beautiful. It's the gateteway to Provincetown from anyone coming here by the water and right now it looks like a Gateway to some off ramp of 95. To create a plan for loop square so that is different buildings come up for renovation historic review we can integrate those renovations into the plan in order to reinvigorate lopes square.

I realize you're talking in general terms in LCP but I think it's helpful to be very specific and circumstances so that people get a greater depth of understanding of what is being trying to be accomplished. Relatable example allows the language in the LCP that's general to be more specific and connect to the residence because they know lopes square

Sustainable development

I mean I read the word sustainable and I think of climate and so I don't see anything in there that have to do with upgrading infrastructure in order to be more energy efficient do you solar to use alternative forms that are renewable in homes business and public buildings. To me that is an integral part of sustainable in the world that we now live in.

Also I would look at sustainable in terms of changing zoning bylaws that if someone is going to build for example a five unit complex and they need five parking spots under current zoning bylaws it can be reduced to three and they can build an additional unit or it could be reduced to zero and they can build an additional unit because that becomes more sustainable with less cars.

Another good example would be anytime someone's building something new it's required that it's powered by solar and that insulation is at whatever level that it is decided as appropriate for climate change that if it is allowing cars they have the capability to charge the cars there on site etc.

Community character

To me community character takes the town back to what it originally was which was a seafaring town it wasn't a car automobile truck orientated town. So all the climate change solutions turn his back in that direction. As you may recall from the Cape Cod Commission's greenhouse gas inventory 55% of the greenhouse gas emissions come from single used automobiles on Cape Cod. Automobile has completely reorientated province town away from it historic community character. Commercial Street wasn't packed with cars and trucks it was packed with Pedestrians and Bicyclist which it still is but they are being run over and moved out of the way for the random cars and trucks that want to go down commercial Street and there's a random because if you look at the numbers the automobile in truck traffic is 5% of the traffic that goes down commercial Street.

Anyway I'm sorry for all the typos I'm dictating this.

We can talk on the phone it would probably be better.

OBJECTIVE 5: Sustainable Development
Proactively plan for appropriate development and conduct a detailed analysis of potential build-out scenarios for proposed changes in land use regulations to ensure that growth is sustainably managed and that businesses and housing are supported.

Strategy A: Accurately and consistently measure and monitor environmental resources and conditions.

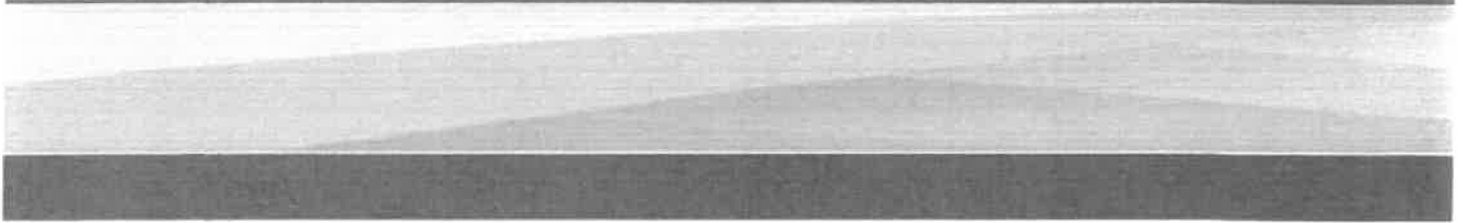


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OBJECTIVE 1: Maintain and Reinforce Streetscapes
Understand and protect the historic compact of the existing streetscapes and promote initiatives to improve the streetscapes while creating adaptive

12:14 AM Fri Jul 29



Transportation



Strategy A: Decrease the total number of the roads.

Strategy B: Create infrastructure support emissions motor vehicles

Strategy C: Encourage walking and cycling automobiles.

Strategy D: Expand water transportation





OBJECTIVE 7: Community Character

Protect, preserve and embrace existing and future historic and cultural characteristics of the landscape and built environment that are critical to the people and economy of the Province.

Strategy A: Update district inventory/survey of historic and cultural Character Defining Features of the landscape and built environment; ensure legibility of the inventory process; ensure legibility of the inventory process;

Strategy B: Write historic preservation guidelines manual to assist property owners with alterations to historic buildings

Strategy C: Revise Historic Guidelines and Regulations

Strategy D: Create a plan that reserves land and community amenities for Provincial use

On Thu, Jul 28, 2022 at 2:45 PM Thaddeus Soule <tsoule@provincetown-ma.gov> wrote:

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<i>May 23, 2022</i>	<i>LCP Committee presents draft plan to the Select Board and the Town</i>
	<i>September 2021 – April 2022 LCP Committee Approves the existing conditions, targeted action plan and implementation schedule</i>
<i>July 2021 – August 2021 plan</i>	<i>LCP Committee Approves the housing plan and capital facilities & public infrastructure plan</i>
	<i>September 2020 – June 2021 LCP Committee Approves goals for: transportation, natural resources, open space, recreation, public health, emergency preparedness, land use, historic preservation, community character, economic development</i>
	<i>March – August 2020 Global pandemic, State of Emergency, and suspension of meetings delays the LCP</i>
	<i>February 14, 2020 LCP Committee Approves Vision and Growth Strategy</i>
<i>January 24, 2020 Commission Planners</i>	<i>LCP Committee Meets with Cape Cod</i>
<i>Fall 2019</i>	<i>LCP Committee begins meeting to draft Plan</i>
<i>Fall 2018-Spring 2019</i>	<i>LCP Community Paper Survey</i>
<i>July 19, 2018</i>	<i>LCP Public Open House at the Library</i>
<i>July-August 2018</i>	<i>LCP Sidewalk “Pop Up” & Kids Posters</i>
<i>June 13, 2018</i>	<i>LCP Public Workshop</i>
<i>June 5, 2018</i>	<i>LCP Charrette</i>
<i>June 2018</i>	<i>LCP Website Starts</i>
<i>November 19, 2016</i>	<i>2nd LCP Town Forum</i>
<i>November 16, 2016</i>	<i>1st LCP Town Forum</i>
<i>November 9, 2016</i>	<i>Provincetown 365 Meeting</i>
<i>September 27, 2016</i>	<i>Town Forum Staff Group Meeting</i>
<i>April - May 2016</i>	<i>Visioning Survey</i>

March 19, 2016

LCP Community Visioning Forum

November 18, 2015

First LCP Meeting

Thank you to everyone who participated in this community endeavor,

Thaddeus J. Soulé

Town Planner

260 Commercial Street

Provincetown, MA 02657

508-487-7000 Ext. 553

tsoule@provincetown-ma.gov

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Christopher Mathieson

917.696.3997

Christopher.mathieson@gmail.com

Thaddeus Soule

From: Donna Cooper <dc953@yahoo.com>
Sent: Friday, July 29, 2022 10:10 AM
To: Thaddeus Soule
Subject: Re: FINAL NOTICE: Local Comprehensive Planning Committee seeks feedback on the Draft Plan

Hi Thaddeus,

Thanks to you and your team for all the work that went into this. My suggestions at this late hour goes under Transportation/Land Use and that is:

-To make all residential streets be resident parking only

(This comes from the inconsistency of having some streets resident-only and some not, so that visitors are cruising up and down looking for a random space. It also eliminates the NIMBYism in different neighborhoods.)

-To have each parking space on residential side streets be clearly delineated.

(This comes from the frustration of having one car take up two spaces. Some spaces are clearly marked, others are not. DPW tends to repaint the same lines, rather than getting out and measuring. There are many places where a foot here and there could create another parking space.)

-To have a temporary visitor permit for residences to allow a guest to park in the neighborhood.

(See Somerville, Cambridge where a weekend guest can park. This would be very limited, 2-3 days, not for the weekly rental or the summer seasonal worker.)

Again, thanks for your work
Donna Cooper

On Jul 28, 2022, at 2:45 PM, Thaddeus Soule <tsoule@provincetown-ma.gov> wrote:

Dear Provincetown Board or Committee Member and Staff Liaisons:

This is the LAST opportunity to send feedback on the Draft LCP. All you need to do is contact Town Planner Thaddeus J. Soulé, 508-487-7000 Ext. 553 or tsoule@provincetown-ma.gov by August 12, 2022. Thank You to everyone who has already submitted feedback. Your input is greatly appreciated.

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June 2018	LCP Website Starts
November 19, 2016	2 nd LCP Town Forum
November 16, 2016	1 st LCP Town Forum
November 9, 2016	Provincetown 365 Meeting
September 27, 2016	Town Forum Staff Group Meeting
April - May 2016	Visioning Survey
March 19, 2016	LCP Community Visioning Forum
November 18, 2015	First LCP Meeting

Thank you to everyone who participated in this community endeavor,

Thaddeus J. Soulé
Town Planner
260 Commercial Street
Provincetown, MA 02657
508-487-7000 Ext. 553
tsoule@provincetown-ma.gov

~~Final Report~~
~~Planning Board~~

LCP Comments

Phone notes

Important → Society

- changing Age Demographic
- Senior housing wait List
- Governance is critical
- Integrating Young People so Town Doesn't Die
- Support + grow Family week + Other Youth Events/
Groups

Housing Plan Needs to Be the First Section
Before Goals - Front + Center

Better organize sections; Goals get lost

For Housing - Explore adding Impact Fees for New
market-rate Developments to Zoning Bylaws as
a goal / Action item

Add Form-based Code for Shark Passer Road as Goal

↓
Make sure mention Commercial First Floor w/ Residents Above

Add creating Design Guidelines for HDC if not already a Goal

LCP

Thaddeus Soule

From: Louise Venden <lvenden@gmail.com>
Sent: Thursday, July 28, 2022 3:40 PM
To: Thaddeus Soule
Cc: Alex Morse
Subject: Re: FINAL NOTICE: Local Comprehensive Planning Committee seeks feedback on the Draft Plan

This Plan is chock full of great information.

The summary provided is way too brief and will not inform Town Voters of the many elements that support a scaled down list of implementation and action proposals. Proposing 44 pages of Implementation and Action items does not provide the focus, priority and reasonable set of guidance for Town Staff, elected officials and Boards or Committees to allocate resources toward meeting them. The Plan is not well organized, overwhelms with data lacking analysis and will be nearly impossible for Town voters to understand and endorse. Serious editing, reorganization and scaled down action proposals should be done before this plan is brought back to the Select Board. I believe it may be possible to engage a couple Select Board members and perhaps staff to accomplish this goal.

Respectfully,

Louise

Sent from my iPad

On Jul 28, 2022, at 2:45 PM, Thaddeus Soule <tsoule@provincetown-ma.gov> wrote:

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Thank you to everyone who participated in this community endeavor,

Thaddeus J. Soulé
Town Planner
260 Commercial Street
Provincetown, MA 02657
508-487-7000 Ext. 553
tsoule@provincetown-ma.gov

Thaddeus Soule

From: Christopher Mathieson <christopher.mathieson@gmail.com>
Sent: Friday, July 29, 2022 12:39 AM
To: Thaddeus Soule
Subject: Re: FINAL NOTICE: Local Comprehensive Planning Committee seeks feedback on the Draft Plan

Thaddeus,

Transportation:

I don't see any mention of state laws different recently signed by Governor Baker which regulates reduction of greenhouse gas emissions by 50% from 1990 levels by 2030 in the LCP. I feel like for sure in the transportation section this should be brought to the forefront so that as a Green Community and it's a Complete Street Community we are adhering to state laws they call for the reduction of GHG emissions. If think it should be very specific in LCP.

Under the promotes and support programs to increase use the fair service I feel like this should be more specific as well and should tie into the reduction of greenhouse gases by 50% by 2030.

The encourage walking and cycling as healthy alternative to automobiles strategy I would add affective and healthy..... like some type of language that gets the point across that this mode of transportation say by bike is more effective and efficient mode not just healthy and also tie it into reductions of GHG emissions.

I would also put in strategy on additional point by providing connectivity between major town resources for Bicyclist and Pedestrians. For example at the transportation hearing last year I requested that I shared bike lane be added to Winthrop Street all the way to Shankpainter's crossing into Stop & Shop because then this gives people a safe and effective means of travel from both east and west side residential areas onto Winthrop Street and then with two crossings already there crossing Bradford and Shank painter to Stop & Shop we're people through all the shopping.

If we have connected infrastructure for Bicyclist and Pedestrians to go about their daily activities that automatically is going to reduce the use of automobiles in town and coming to town thereby reducing greenhouse gas emissions they are by giving problems on the capacity to follow state laws and regulations on reduction of greenhouse gas emissions by 50% based on 1990 levels by 2030.

Historic

Strategy the create neighborhood plans I would give a concrete example here like for example lobes square. That area is a total in complete math now and if you look at historic photos of it it used to be beautiful. It's the gateway to Provincetown from anyone coming here by the water and right now it looks like a Gateway to some off ramp of 95. To create a plan for loop square so that is different buildings come up for renovation historic review we can integrate those renovations into the plan in order to reinvigorate lopes square.

I realize you're talking in general terms in LCP but I think it's helpful to be very specific and circumstances so that people get a greater depth of understanding of what is being trying to be accomplished. Relatable example allows the language in the LCP that's general to be more specific and connect to the residence because they know lopes square

Sustainable development

I mean I read the word sustainable and I think of climate and so I don't see anything in there that have to do with upgrading infrastructure in order to be more energy efficient do you solar to use alternative forms that are renewable in homes business and public buildings. To me that is an integral part of sustainable in the world that we now live in.

Also I would look at sustainable in terms of changing zoning bylaws that if someone is going to build for example a five unit complex and they need five parking spots under current zoning bylaws it can be reduced to three and they can build an additional unit or it could be reduced to zero and they can build an additional unit because that becomes more sustainable with less cars.

Another good example would be anytime someone's building something new it's required that it's powered by solar and that insulation is at whatever level that it is decided as appropriate for climate change that if it is allowing cars they have the capability to charge the cars there on site etc.

Community character

To me community character takes the town back to what it originally was which was a seafaring town it wasn't a car automobile truck orientated town. So all the climate change solutions turn his back in that direction. As you may recall from the Cape Cod Commission's greenhouse gas inventory 55% of the greenhouse gas emissions come from single used automobiles on Cape Cod. Automobile has completely reorientated province town away from it historic community character. Commercial Street wasn't packed with cars and trucks it was packed with Pedestrians and Bicyclist which it still is but they are being run over and moved out of the way for the random cars and trucks that want to go down commercial Street and there's a random because if you look at the numbers the automobile in truck traffic is 5% of the traffic that goes down commercial Street.

Anyway I'm sorry for all the typos I'm dictating this.

We can talk on the phone it would probably be better.

On Thu, Jul 28, 2022 at 2:45 PM Thaddeus Soule <tsoule@provincetown-ma.gov> wrote:

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Thaddeus Soule

From: Martha Hevenor <mhevenor@capecodcommission.org>
Sent: Thursday, July 14, 2022 4:16 PM
To: Thaddeus Soule
Cc: Chloe Schaefer
Subject: Draft LCP comments

Hello, Thaddeus:

Congratulations on completing the draft 2022 Provincetown LCP, and thanks for sharing it with Commission staff and seeking our feedback.

The draft plan provides a succinct, clear overview of current conditions plus integrated goals, strategies, and a targeted action plan for implementation. It's also comprehensive, concise, and user-friendly. Below are some comments for the Town's consideration as you refine the draft.

- ① Staff suggests adding a brief statement or description of the LCP's alignment with the regional vision and "Growth Policy" to conform with certification requirements.
 - Staff recommends adding to the Existing Conditions section a short summary of Natural Resources conditions and providing a link to the recently updated Open Space and Recreation Plan which provides relevant data and objectives.
 - Some datasets are several years old; it would be helpful to provide data sets showing COVID impacts on local population demographics, housing availability and cost, and local commerce. While some of the 2020–2022 data sets might be "outliers" rather than indications of emergent trends, documenting changes during/from the pandemic might enhance the town's understanding of changing needs.
 - The graphs on page 9, showing renter-occupied and owner-occupied housing units, seem to be missing labels or could benefit from a brief explanation as it wasn't completely clear what the "Less than 20%" and other percentage buckets are referring to.
 - Commission staff appreciate Provincetown's consideration of water conservation efforts to reduce excess groundwater withdrawal (aligning with RPP WR Objective 5). Additional resources for water conservation measures and a model water use restriction bylaw are available through MA Department of Environmental Protection (<https://www.mass.gov/service-details/model-water-use-restriction-bylawordinance-update>).
 - For Objective 17: Arts and Culture Economy, Strategy D., under the Land Use, Historic Preservation, and Community Character Objectives, "Encourage eco-tourism by promoting the fragility of the Town's natural resources and attracting visitors that will love and respect the environment" consider modifying the language to promote *awareness* of the fragility (and uniqueness) of the town's natural resources.
 - For Strategy 1B.1 in the Action Plan and Implementation Schedule for Natural Resources, Open Space, and Recreation, "Develop municipal and street tree planting plan," the Town may want to consider adding tree preservation along with planting.
 - For Transportation Objective 1: *Multimodal Transportation System*...Staff suggest adding a strategy that addresses bus service, since it is so important to Provincetown and the Outer Cape.
 - For Transportation Objective 2: *Promote Alternatives to Internal Combustion Engine Automobiles*...Staff suggests deleting rail from 2nd sentence as it is not a viable mode to Provincetown.
 - For Transportation Objective 3: *Transportation Solutions Adapted Specifically for Provincetown*... Staff suggests referring to the Cape Cod Regional Transit Authority somewhere in the transportation section, as it is a key partner for expanded travel options.
 - For Transportation Targeted Action Items:

NOTE
Eliminate
old only
Include
current

Add
Goal →

call Martha - where's the Data

- 1B – If the Town wants to continue the Route 6 road diet from Shank Painter Road easterly, it would be useful to add this, or any other potential TIP project, to the actions.
- 2A – Consider revising the reference to improved bus service so that it addresses just Outer Cape and Provincetown needs, rather than all of Cape Cod.
- 2B – Consider adding as an action item developing a plan for electrification of the municipal vehicle and development of charging infrastructure.
- The town might want to consider including an action item related to preservation of transportation infrastructure – such as pavement management and maintenance activities.
- 3A – Include the CCRTA in the parking shuttle action.
- The draft notes a Climate Action Plan; it would be helpful to add a reference/link to it.
- The draft does not provide a goal related directly to the climate mitigation goal of RPP: *To support, advance and contribute as a region to the Commonwealth's interim and long-term greenhouse gas reduction goals and initiatives, including a state-wide net zero carbon target by 2050.* The plan provides items under transportation and capital facilities related to this but lacks an overarching goal. A renewable energy goal may be helpful in addressing this.
- The draft lacks a solid waste goal; perhaps consider adding one. *Increase recycle & reduce from 20% composting (3 Bins) Recycling, Trash + Compost*
- Regarding the Capital Facilities Plan:
 - Perhaps clarify/update the reference to the Fire Station HQ (p.55) that notes “Located in flood zone; needs assessment scheduled for 2021.”
 - Perhaps identify challenges/constraints related to the Municipal Airport (p.57). The draft notes that it operates flights to Boston, Portland, ME, and White Plains, NY and also contains action items on expanding connections.
 - For Capital Facilities and Infrastructure Projects Needed to Support Growth or Redevelopment: A few of the “projects” listed seem to be objectives/visions rather than projects. Clarification would be helpful as follows:
 - For both “High Speed Broadband Internet Access” (p.68) and “Cellular Service” (p70) the project descriptions read more like goals. Strategies 9A, 9B, and 9C on p.100 are related to these topics so perhaps the descriptions could be revised to reflect the action the town intends to take, since it would be more likely for the town to identify and work with service providers than provide these services itself. If the town seeks to address unserved/underserved areas and improve digital equity, this would be a good place to add that as well.
 - The description for “Free/Low-Cost Wi-Fi” (p.68) could be clarified whether the town intends to provide public Wi-Fi at town buildings or other expanded service.
- The targeted action plan doesn’t include a Capital Facilities section. Staff recommends adding specific capital facilities projects to the targeted action plan or denoting those projects already included in the targeted action plan that are Capital Facilities projects.
- For LCP certification, the regulations require providing an anticipated meeting schedule to update Commission staff on LCP implementation actions. We suggest adding this to the targeted action plan and would of course be happy to discuss what would work best for you.

We hope these comments are helpful to you, and please let us know if you have any questions or would like to discuss.

Best Regards,

Martha



CAPE COD
COMMISSION

Martha H. Hevenor
Planner II
Cape Cod Commission
508-744-1213
mhevenor@capecodcommission.org

Thaddeus Soule

From: Karen Cappotto <karencappotto@gmail.com>
Sent: Monday, July 18, 2022 12:23 PM
To: Thaddeus Soule
Subject: Re: Local Comprehensive Planning Committee seeks feedback on the Draft Local Comprehensive Plan

Hi Thaddeus,

Thank you for including us in the discussions.

However, this document is difficult for me to get the overall picture of what the changes to our waterfront would LOOK LIKE?

Is there a simpler explanation of the Provincetown Harbor development Plan? renderings?

Thanks

Best, Karen

On Fri, Jun 24, 2022 at 8:35 AM Thaddeus Soule <tsoule@provincetown-ma.gov> wrote:

Dear Provincetown Board or Committee Member:

Thank you to all those who attended a draft local comprehensive plan community engagement session. This is a reminder that the LCP Committee is seeking comments and feedback on the draft plan by July 13, 2022. Please contact Town Planner Thaddeus J. Soulé, 508-487-7000 Ext. 553 or tsoule@provincetown-ma.gov. Several boards have asked me to attend their next meeting to discuss the draft plan with their group and I am happy to oblige.

To view an electronic version of the LCP, please visit the website: <https://www.provincetown-ma.gov/1001/Local-Comprehensive-Plan-Update>

*- Renderings of a Passenger Ferry Terminal
- Stellwagen Bank Visitor Center Renderings*

Looking forward,

Thaddeus J. Soulé

Town Planner

260 Commercial Street

Provincetown, MA 02657

508-487-7000 Ext. 553

Thaddeus Soule

From: David Colton <ColtonPPPC@outlook.com>
Sent: Monday, July 18, 2022 10:27 AM
To: Thaddeus Soule
Subject: RE: Local Comprehensive Planning Committee seeks feedback on the Draft Local Comprehensive Plan

Hello Thaddeus,

Thank-you for meeting with the Pier Corp Board the other day. As I mentioned, I have comments unrelated to the pier. First, I think the plan is very well done and will be very helpful for the town going forward. My comments are regarding transportation. I applaud the efforts to reduce the number of private automobiles using the roads and efforts to increase biking and walking, but I do think improving conditions for pedestrians is not given enough attention. I would like to see a specific recommendation that the town develop a capital plan to build more sidewalks. For example, Bradford St, Harry Kemp Way, and Howland Street are just some of the areas where pedestrian and vehicular movement has increased in recent years. Most of the cross walks along Bradford Street are, to be kind, sub-standard. They often lead to bushes, walls, and other obstacles particularly the ones from Miller Hill Rd down to Center Street. These are just examples as there are many more locations where pedestrian facilities are lacking. An annual plan to install sidewalks would improve pedestrian access and encourage walking.

There should also be education regarding bicycles and delivery trucks. For example, if you are over 12 years old you shouldn't be riding a bike on the sidewalk. Also bicycle riders think that because it is legal to go the wrong way on Commercial, that everyone needs to leap out of their way. I walk a lot and I bike in town. Delivery trucks also need to stay off the sidewalk. First, sidewalks are not built for that weight causing the lifespan to be shortened, which will cost the town money. Second, they force pedestrians into the street. If you ever tried to walk or bike down commercial street at 9 o'clock most mornings you know what I mean.

Finally, to move private vehicles off Commercial Street we should be giving them less reason to need to be there. The town should develop satellite parking with electric shuttle buses to eliminate the parking lot at the pier. Relocating some of the traffic generators...Post Office and Seaman's Bank, for example, would help. Sometimes you need to drive a package to the post office. God help you if its August.

Thanks for all you do for the town.

Best,

David Colton

Sent from [Mail](#) for Windows

From: [Thaddeus Soule](#)
Sent: Friday, June 24, 2022 8:35 AM
To: [Thaddeus Soule](#)
Subject: Local Comprehensive Planning Committee seeks feedback on the Draft Local Comprehensive Plan

Dear Provincetown Board or Committee Member:

Thaddeus Soule

From: Doug Cliggott <dcliggott@gmail.com>
Sent: Friday, July 15, 2022 1:25 PM
To: Thaddeus Soule
Subject: LCP comments and ideas

Hi Thaddeus -

I have four ideas that I would like you to consider presenting to the LCP committee.

1. Natural resources

I think in **1A** it would be a good idea to include revisiting the Long Point Dike Project.

The west end marsh is a critical natural habitat that protects the harbor and the west end of Provincetown. The marsh is dying and in critical need of restoration. The Army Corp of Engineers proposed a plan to restore the marsh in December 2015. (see link). It was not acted on and things have only gotten worse since then.

<https://www.provincetown-ma.gov/DocumentCenter/View/8240/Long-Point-Dike-Modification-Project-Study?bidId=>

5. Economic development

I think **5C** could include a discussion item that would consider a rent stabilization program along the lines that exist in many municipalities across America. (see link to University of Minnesota study). These programs directly address economic inequality and exclusion.

<https://www.cura.umn.edu/sites/cura.umn.edu/files/2021-08/Minneapolis-Rent-Stabilization-Study-web.pdf>

I think **5C** could also include a discussion item specifically focused on enhanced regulation of short-term rentals that may include setting a numerical limit on the number of short-term rental licenses issued by the Town. (see link)

<https://www.nlc.org/wp-content/uploads/2022/05/Short-Term-Rental-Regulations.pdf>

I think **12H** could include a discussion of the creation of an " Outer Cape Housing Bank " along the lines of that being discussed by the six municipalities on Matha's Vineyard. (see link)

<https://www.capeandislands.org/local-news/2022-05-02/marthas-vineyard-residents-overwhelmingly-approve-a-housing-bank-will-state-lawmakers-be-on-board-too>

Many thanks for taking a look, and I hope that you have a nice weekend!

Doug Cliggott

2 Creek Round Hill Road
Provincetown, MA 02657

508.487.2918 house
914.980.5043 mobile

LOCAL COMPREHENSIVE PLAN RECOMMENDATIONS
CHRIS HOTTLE, DIRECTOR, COA/ DEPT. OF HUMAN SERVICES

Page 1: 4TH Goal/#1: Change “seniors” to “older adults”

Page 47: Strategy B: Change “seniors” to “older adults”

Page 51: Strategy D: Change “elder care” to “as well as care for older adults”

Page 67: Chart: VMCC-How this supports the vision & growth policy: Change “seniors” to “older adults”

*Recommendation: Get DEI Director’s input into language

Page 111: Strategy 2A #1,2,3: Responsible Entity: eliminate “Human Services”

Page 112: Strategy 2B: change “seniors” to “older adults”

Page 112: Strategy 2B/Action 1: Responsible Entity: add “Human Services”

Page 112: Strategy 3A #1: Responsible Entity: eliminate “Human Services”

Page 114: Strategy 4D/Action 1: Responsible Entity: eliminate “Human Services”

Page 122: Strategy 1D/Action 6: change “facilities for the elderly, including shared senior housing” to “facilities for older adults including shared housing”

7/15/22

Thaddeus Soule

From: David Panagore <dpanagore@mac.com>
Sent: Monday, July 25, 2022 7:40 AM
To: Thaddeus Soule; rbinder@thebindergroup.com
Subject: Master Plan/LCP

Good morning,

How are you ? I spent some time going over the draft Local Comprehensive Plan. I don't have any edits, the sentiments approaches and thoughtfulness are all on point for me and at least in my opinion as to what will move and position Provincetown in the future. The one aspect missing is the how local boards and the community will dialogue, align and commit. Town Staff will very likely follow but commitment from the top and awareness will help. The LCP expresses a good vision, its how and if the boards and Select Board adopt and align. My concern is the gap space between good vision and sentiment, and self-interested economically motivated, NIMBY decision making is substantial. In particular the governance section which in my mind at least is the means and methods that the ideas in the LCP come into practice feel like a series of admonitions , and should have more detail , for example Strategy C could be regulatory board should meet each quarter on agenda drawn up by , for example, TM and Town Planner.

My concern is these very good strategies stay words on the page without serious efforts to adopt townwide. My suggestion that each board take it up discuss and a request it be adopted.

Other than that hard to argue with the good strategies and sentiments. If there are any specific sections or questions happy to engage.

Yours,

David Panagore

6 Courts - 8am - 8pm; medium happy

10-12 Courts to serve Region -

• Pickleball 7/26

↳ Markkittis, extending down

Hannuth + Dennis → example of good courts; Real Hard True tennis

Surface - Fence between each court

Lights to extend play

wind factor; Screening to Block some wind

Bikes are primary way to get

Short, medium + long term solutions

September + October: Host Pickleball Regional Competition

→ Major Tournament (12 Courts) w/ overflow in Truro

Add to LCP

LCP → Recreation Section; North Field Master Plan
→ East End Park

3 Tennis Courts + 6 Pickleball Courts = 12 under Flex
6 Ho

Use Industry Standard Size + Caging for Perfect Court
Fencing Canopies; water, Bathrooms;

Town Meeting - Request for Article

↳ for monetary designation

↳ \$100,000 matched by \$100,000

Indoor Phase II (Inflatable Bubble)
Winter

Regional #1 facility for competitions

Palm Springs

LCP

Pier Corps Mtg

- * Add Conditioned Passenger Ferry Terminal to Pier w/ Ticket Booths, waiting area, Restrooms, + possible Concession. - Terminal + (that doesn't block the view)
↳ Part of Chapt. 91 require most

Page 57 - additional Digging Rock space?

Amount of traffic on Pier when Ferries come in is changing
vs drop off and pick up - Ferry Passengers, City cars, walkies, TAXIES
↳ Goal: Better way to organize traffic

Could be centralized?

Draft seems outdated already - Bus service in place of ferries has been going on for 20 years.

* Drop down forms on the page to protect ferry passengers.

- Fisherman's wharf → what's up w/ the pedestrian walkway? when will that be built? (Chpt. 91 requirement)

More Funding for Future Pier improvements ^{maintenance} will be needed in Near Future

LCP Input

(Sue Jungi)
(Lydia)

Elise Cozi
Nancy DeLeon
Tom Young
Nancy Lockwood
Sheri Peck
Rental Certificate

Recycling Refrigerators Magnets (distribute w)

Change 2B Transportation - responsibility

↳ EV Parking Stations - to Parking Department
4% of space should be electrified

↳ look up states recommendations

- Solar program, solar power program

↳ Energy. * certified,

↳ Solar - bylaw - update -
charging

? Parking spots - private spots? how many in town.

Public parking spots; How many? (1,000±)

Assessor - how many Registered Electric Vehicles,

Action Item

Incentivize Electric Planes + Electric Boats, Ferries,

Action Item • Way to Incentivize; Ways to create

Goal - Electric Charging Station for De Pier.

Goal Recycling - Increase Recycling -

Action Item • 35% by 2030 Tonnage of Trash & S. Recycling

Increase Diversion of Refuse to Trash.

↳ Add Trash + Recycling Tonnage Existing conditions

Goal → Renewable Energy; increase green Electric

idea? - closing commercial street during busy days (police staff)
to thorough vehicles / traffic. during July + August
- done it in the Past.

Change "Senior" to Older Adults

Thaddeus Soule

From: Chris Hottle
Sent: Monday, July 25, 2022 1:35 PM
To: Thaddeus Soule
Subject: LCP

Just noticed one more tiny update for the LCP:

Page 55 Capital Facilities Plan chart:
VMCC-add Dept. of Human Services to "description" (housed in the building)

I have been going over the LCP in pieces in reference to the aging of our population but am not sure how to best recommend changes.

I will send you an email this week with probably a more general comment.

Thank you,

Chris

Chris Hottle, MSW
Director
Provincetown Council on Aging / Senior Center
"The Senior Center is your place to connect!"
Provincetown Department of Human Services
2 Mayflower Street
Provincetown, MA 02657
508-487-7080, ext. 112

This electronic message is confidential and intended for the named recipient(s) only. If you received this message in error, please contact the sender and delete the copy you received. When responding, please be advised that the Office of the Secretary of State has determined that e-mail is a public record. Thank you.

Thaddeus Soule

From: Donna Walker
Sent: Monday, July 25, 2022 1:11 PM
To: Thaddeus Soule; Timothy Famulare
Subject: LCP Feedback

Thank you both for your continued work on the LCP> Here are a few suggestions for feedback.

P. 23 Objective 1 Strategy B; include *"to streamline citizen services, improve efficiency, enhance service quality across a diverse citizen population."*

P. 36 Objective 2: Economic Justice Strategy A - review what is meant by "migrant workers". Dept. of Labor information

<https://www.dol.gov/agencies/whd/agriculture/mspa/certificate-registration-resources>

What do you mean by migrant worker?

A "migrant worker" is defined in the International Labour Organization (ILO) instruments as a person who migrates from one country to another (or who has migrated from one country to another) with a view to being employed other than on his own account, and includes any person regularly admitted as a migrant for ...

P. 31 Objective 1 Strategy A; add ADA Compliance

P.41 Objective 11 Heritage Economy: include reference to the history of indigenous people and people of color heritage.

P.43 Objective 15: ensure brand marketing is inclusive of all protected classes

P. 47 Public Health Objective 1 - Strategy B; excluded - undocumented immigrants

P. 75 Housing Plan: Objective 1 Strategy D change minority to people of color (there may be other instances of the word "minority" in the document. Please consider changing to "people of color"

Donna

Donna M Walker
Director of Diversity, Equity, and Inclusion
Town of Provincetown
260 Commercial Street
Provincetown, MA 02657
508-487-7000, ext. 560

Pronouns: She/Her/Hers

LCP

Martha's general feedback, but
she'll send an email next week w/
all staff feedback from CCC.

- Diversity of Energy - Green, renewable, etc
- Capital Facilities \Rightarrow not just a ^{goal, but a} project, Capital Facilities
needs to go into the Action Items; i.e. Projects \Rightarrow Actions
- Targeted Actions doesn't include capital facilities projects
- Green - promoting Renewable energy generation + use
- Waste management - include increasing recycling
goals + Reducing Solid waste goals
- Working with "Sea Creecha" CCRTA
Needs more detail on Goals + Action items,
Loved the Name recommendation for Promotion
- Data - need more current existing conditions
stats; Even if it's "Covid" and not
representative of a typical year - use an asterisk
but include on data for 2019 \rightarrow 2022
- Housing Cost data, add notes to quality
ACS \Rightarrow more current

LCP Feedback

Thaddeus Soule

From: Laura Ludwig <lldowneast@gmail.com>
Sent: Friday, July 1, 2022 10:00 AM
To: Thaddeus Soule
Subject: Re: Local Comprehensive Planning Committee seeks feedback on the Draft Local Comprehensive Plan

Hi Thaddeus,

I'm writing in the capacity of town citizen, not as a board member (Provincetown Landscape Committee, formerly with RREC and Harbor) or as an employee of the Center for Coastal Studies (Marine Debris & Plastics Program coordinator).

I have some feedback I'd like to share regarding the LCP.

First, I'm thrilled to see it at this stage, and grateful for the opportunity to review it before it is finalized. I have a slight idea of how much work went into it, and how many town planners it took to get us here. It's a fabulous draft.

Next, I'd like to recommend an updated cover photo. The one on the draft shows trees that no longer exist. If the slogan/motto is set to remain as-is -- "Ready for whatever tomorrow brings" -- I would suggest an aerial photo taken by a drone, or from the top of the monument. (I also have a small issue w/ the word "whatever" in general, but whatever.)

As for typos - I'm a stickler, and found a few (very few!). Not sure you want this kind of feedback, but for a legacy document, it always seems to me it should present the best face possible. "Acknowledgements", for example (in the TOC and at the top of the "Acknowledgements" page, and possibly elsewhere) jumps right out (delete the "e" after the "g"). Please let me know if you would like more feedback on that sort of thing -- the overall document looks incredible, regardless of minor typos.

I confess I did not read the entire plan word for word, but did a couple searches for my priorities - harbor, waterfront, trash, recycling. My comments are primarily about those --

On Page 21, I noted that the Harbor Committee is listed in the Marine/Harbor governance area, and is starred w/ an asterisk to indicate it falls in more than one category. I couldn't find it listed elsewhere on the chart, but I wonder if it should also be listed in the Public Safety & Emergency Management area, or perhaps even Public Works? When I was on the committee, Rex had a primary role with resiliency preparedness and emergency management, but even after he left, the committee was involved in harbor safety issues such as vessel speed limits, no-wake or no-go zones to protect recreational interests (swimming, boating, fishing), etc. Given the motto of the plan, I would argue that the Harbor Committee should have a role in Public Safety and be listed in that category as well.

On Page 25, Objective 5 (my fave!), I would re-word Strategy B: Improve *public access to the Harbor from Commercial Street access*.

On Page 63, Solid Waste/Transfer Station, looks like the "challenges" got cut off. I inserted another one at the end: "Limited availability of places to move waste; increased cost of moving recyclable materials; volatility in the waste market; *limited space to restructure the recycling collection system.*" One of the best things we could do as a town is to get back to sorting our recycling -- but we have no space at the Transfer Station to set up a system that works, and our reliance on curbside collection makes it very "easy" for us to be complacent about that. As a result, and at the mercy of the global market, we get \$0 for recycling, we pay to have it

shipped/received, and we don't work hard enough to reduce our consumption of so-called "recyclable" materials (polyethylene, polypropylene, etc.).

On Page 91, Str 5B Action 3, I'd like to see it read this way: "Set goals for reducing the annual tonnage of solid waste and *increasing realizing a greater return on the tons of* recycled materials; this should include a solid waste plan with research, outreach, education, and implementation components to achieve annual reduction goals." This change would remove the emphasis on recycling as a lofty goal ("increasing recycling" can be interpreted as a good thing, but only when the materials recycled are actually being sent to recycling facilities – our stuff all goes to a MRF and sits there waiting for a ride to a recycling facility; due to a global glut, a lot of it goes to incineration plants now).

I searched for "Chapter 91" and "Ch. 91" and found only one reference to this critical development control mechanism. I may have missed where it was highlighted, but if it's not already explained or at least referenced, I highly encourage the inclusion of a sentence or two in the waterfront development or infrastructure sections. Or maybe it could be referenced in the Appendices (Page 126).

Apart from the photo of John's boat up on the frozen hard (Page 50), I found no photos of the town in winter, and there is no mention of "snow" in the document. Please include at least a reference to the fact that we do have winter here!

Lastly, I appreciate the inclusion of Center for Coastal Studies with regard to the Blue Economy, scientific input, housing concerns, and coastal resiliency.

That's it for me - thanks for letting me share a few thoughts, and please let me know if I can help further. It's a Herculean task that will pay off in the end. Congratulations!!

Laura

On Fri, Jun 24, 2022 at 8:35 AM Thaddeus Soule <tsoule@provincetown-ma.gov> wrote:

Dear Provincetown Board or Committee Member:

Thank you to all those who attended a draft local comprehensive plan community engagement session. This is a reminder that the LCP Committee is seeking comments and feedback on the draft plan by July 13, 2022. Please contact Town Planner Thaddeus J. Soulé, 508-487-7000 Ext. 553 or tsoule@provincetown-ma.gov

Several boards have asked me to attend their next meeting to discuss the draft plan with their group and I am happy to oblige.

To view an electronic version of the LCP, please visit the website: <https://www.provincetown-ma.gov/1001/Local-Comprehensive-Plan-Update>

Looking forward,

Thaddeus J. Soulé

Town Planner

260 Commercial Street

Provincetown, MA 02657

508-487-7000 Ext. 553

tsoule@provincetown-ma.gov

From: Thaddeus Soule

Sent: Monday, June 13, 2022 2:14 PM

To: Thaddeus Soule <tsoule@provincetown-ma.gov>

Subject: Local Comprehensive Planning Committee seeks feedback on the Draft Local Comprehensive Plan

Dear Provincetown Board or Committee Member:

The Local Comprehensive Planning Committee presented the Draft Local Comprehensive Plan (LCP) to the Select Board at its May 23, 2022, meeting to begin the final community engagement portion of the planning process in preparation for the Town's adoption of the final plan.

To view an electronic version of the LCP, please visit the website: <https://www.provincetown-ma.gov/1001/Local-Comprehensive-Plan-Update>

The Committee is holding in-person community engagement meetings to present an overview of the plan and begin soliciting feedback:

Council on Aging	June 14, 2022 at 2:00 pm	2 Mayflower Street
Library	June 18, 2022 at 3:00 pm	356 Commercial Street

You can also contact Town Planner Thaddeus J. Soulé, 508-487-7000 Ext. 553 or tsoule@provincetown-ma.gov. Please provide comments and feedback by July 13, 2022.

The LCP adoption process for municipalities on Cape Cod is governed by the Cape Cod Commission. The Commission certified the Town's 2000 LCP, and the 2022 LCP is intended to be certified as well. This will involve formal adoption by the Planning Board under Massachusetts General Law Chapter 41, Section 81D, followed by the endorsement of Town Meeting at an anticipated Fall Special Town Meeting, and lastly submission to the Cape Cod Commission for certification.

The LCP Committee will be asking that every Board and Committee consider taking a vote to formally support the warrant article at Town Meeting to endorse the final Local Comprehensive Plan. This would be a strong demonstration of community support coalescing around a shared vision for the future of our community. We want every Board, Commission, and Committee to be recognized for supporting the Town's goals.

Sincerely,

Thaddeus J. Soulé

Town Planner

260 Commercial Street

Provincetown, MA 02657

508-487-7000 Ext. 553

tsoule@provincetown-ma.gov

Join us to provide feedback on

the Draft Local Comprehensive Plan

June 14, 2022 at 2:00 pm at the Council on Aging - 2 Mayflower Street

June 18, 2022 at 3:00 pm at the Library - 356 Commercial Street

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*Laura Ludwig
1 Duncan Lane
Provincetown, Massachusetts
02657 USA
lldowneast@gmail.com
207-263-5300*