
TOWN OF NANTUCKET

Strategic Plan



Updated:

February 2026

A Note from the Select Board Chair

Dear Community Members:

It is a pleasure to serve the Nantucket community as the Chair of the Select Board. Our Strategic Plan has provided direction to Town Administration since its initial adoption in 2018. Each year, the Select Board evaluates and enhances the plan, reflecting on the Town's progress in each Focus Area and identifying new initiatives to respond to current and anticipated challenges and drive our future success together.

In October 2025 at its annual retreat, the Select Board met to review its progress over the past year and to determine where to focus the Town's limited resources moving forward due to competing priorities in our evolving island community. We began our conversation by discussing just how much has changed on the Island since the Strategic Plan was first developed in 2017 and adopted in 2018. Nantucket is now home to more people and welcomes more visitors. While this growth has enriched our community in many ways, it has also shifted the way we must prioritize our work in Town government.

As before, the Town's Strategic Plan is guided by principles of sustainability. This year, we have intentionally compressed our high-level strategic Focus Areas from five to four. This adjustment will allow us to achieve greater alignment while remaining dedicated to Housing, Transportation, Environmental Leadership, and Efficient and Effective Town Operations. These Focus Areas each have associated goals and initiatives, which provide more specific direction for achieving the Town's aspirations.

As we continue to make progress each year, our strategic goals have become increasingly integrated into our daily operations. I hope you will join me in celebrating the Strategic Plan's positive contributions to our Island community.

Sincerely,

Dawn E. Hill
Select Board Chair



THE NANTUCKET STRATEGIC PLAN IS GUIDED BY PRINCIPLES OF SUSTAINABILITY.

The Town of Nantucket is committed to sustainability, emphasizing historic preservation, natural resources, hazard mitigation, solid waste management, energy, efficiency, public health, and education. In our municipal operations, we are dedicated to incorporating practices that ensure a balanced and resilient approach to meet the needs of current residents and visitors without compromising our ability to care for future generations.

TOWN OF NANTUCKET

Mission Statement

We strive to provide high-quality public **service** with **compassion, integrity,** and **accountability.** As **stewards** of our cherished island, we are committed to cultivating a connected, healthy, and vibrant community where everyone feels welcome.

OUR ORGANIZATIONAL

Values

-  **Customer Service**
-  **Compassion**
-  **Integrity**
-  **Accountability**
-  **Stewardship**

STRATEGIC FOCUS

Areas



Housing



Transportation



Environmental Leadership



Efficient and Effective Town Operations



HOUSING

ASPIRATIONAL STATEMENT

“Nantucket is a diverse community with a broad spectrum of economic circumstances and has housing stock that meets the range of needs. Year-round housing is achievable for those who work on the island, especially municipal employees. Our seasonal workforce is able to find safe and secure housing. The various tiers of affordable and attainable housing make year-round living comfortable, stable, and inclusive.”

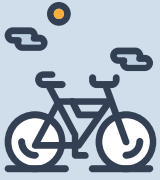
GOALS

1. Prioritize the housing needs of the Town and school employees, including unit development, maintenance, and management.
2. Evaluate the potential for a coordinated housing effort for public employees across municipal operations.
3. Explore incentives to encourage year-round rentals.
4. Achieve and maintain Safe Harbor status under Chapter 40B to maintain local control over affordable and attainable housing initiatives.
5. Promote affordable and attainable homeownership opportunities for the year-round community through various approaches, which will meet housing needs at all income levels and lessen the burdens of government.

INITIATIVES UNDERWAY

- Explore and evaluate rental housing safety measures
- Implement Seasonal Community designation
- Evaluate the “Lease to Locals” Program using funds appropriated by the Affordable Housing Trust to Housing Nantucket
- Issue Request for Proposals (RFP) for development of Affordable Housing Trust-owned parcels
- Provide grants to Habitat for Humanity and Richmond Great Point Development to help subsidize permanent affordable housing via deed restrictions
- Explore and evaluate non-financial housing incentives for year-round housing
- Complete the Bundle Project*
- Determine range of how many/what type of municipal units are sufficient for the Town to acquire/maintain
- Complete Town Employee Housing Policies and Guidelines
- Establish intra-board coordination on housing priorities

**This “bundled” RFP will deliver up to 60 affordable workforce and low-income housing units across three Trust-owned sites.*



TRANSPORTATION

ASPIRATIONAL STATEMENT

“Nantucket has no traffic lights. Year-round transportation includes accessible, affordable, and reliable multi-modal options that respect the historical setting of our community and limits reliance on single occupancy vehicles and private transportation. The Town has improved safety and mobility, incorporating more sustainable emerging technologies without accommodating a car centric culture. Pedestrians and bicyclists feel safe traversing along paths and walkways as they navigate the transportation network. Parking in our vibrant Old Historic District is easier, which makes year-round access a pleasant experience.”

GOALS

1. Create a complete network of sidewalks/Multi-Use Pathways (MUPs) that would allow people living in the mid-island and downtown core to access a full range of services without needing a car.
2. Shift the commuter mode of choice from driving alone and promote the use of other modes of transportation and their safe interaction with one another.
3. Optimize downtown parking management system to reduce demand and stimulate higher turnover.

INITIATIVES UNDERWAY

- Complete “Surfside ‘25” project*
- Complete Newtown Road project*
- Complete Sparks Avenue Multi-Use Path project*
- Complete Tom Nevers Multi-Use Path project*
- Complete design for Wauwinet Road Multi-Use Path project
- Complete design for Williams Lane and Pleasant Street Multi-Use Path and prepare bid documents for construction
- Coordinate proposed Milestone Road improvements with the State
- Develop recommendations to improve parking turnover and reduce parking demand downtown
- Continue education efforts about bike path usage, including roadway signage
- Expand bicycle safety awareness efforts
- Evaluate expansion of the timed parking district(s)

*See Town of Nantucket website “Projects & Developments” for more information





ENVIRONMENTAL LEADERSHIP

ASPIRATIONAL STATEMENT

“Nantucket residents and visitors share responsibility for the long-term sustainability of our beautiful island and address the challenges of climate change, sea level rise, and increasing energy demands. We recognize our stewardship of the land, air, and water and work to ensure our community is resilient and self-sufficient. Homes on Nantucket are well-constructed, energy efficient, and integrated into the character of the island. Other communities look to Nantucket to learn how to care for the natural environment.”

GOALS

1. Provide data-driven recommendations on island-wide solid waste management, guided by principles of sustainability and flexible enough to adapt to emerging technologies.
2. Implement the island-wide, long-term water quality management plan, which addresses ponds, harbors, stormwater, and wastewater with specific ways/methods to measure improvement.
3. Incorporate the recommendations of the Coastal Resiliency Plan in long term capital improvement plan.
4. Reduce demand on energy grid infrastructure.
5. Pursue public-private partnerships for environmental and resiliency initiatives.

INITIATIVES UNDERWAY

- Initiate food waste separation pilot project
- Continue Sesachacha Pond water quality management study
- Continue to monitor impact of fertilizer on water quality
- Implement coastal resiliency program criteria for Town projects
- Conduct benthic biodiversity study in the harbors
- Complete the Harbors Plan update



EFFICIENT AND EFFECTIVE TOWN OPERATIONS

ASPIRATIONAL STATEMENT

“The Town of Nantucket reflects the community value of fiscal responsibility in its operations. Governance is collaborative, and representation on Boards, Committees, and Commissions is reflective of the diversity of our community. Town facilities and offices incorporate modern technology and are efficient and effective in design, energy use, and location. The Town is committed to planning for a resilient and sustainable community and maintaining and improving municipal infrastructure assets. Town employees provide vital municipal services valued by residents and visitors and are engaged members of our community.”

GOALS

1. Support the working conditions of the municipal workforce, including a central municipal complex, a new Department of Public Works (DPW) facility, and employee housing.
2. Continue to evaluate total compensation to support recruitment and retention efforts.
3. Complete and make strategic investments in a Facilities Master Plan.
4. Continue investing in technology and cybersecurity.
5. Increase participation in Boards, Commissions, and Committees and streamline onboarding and orientation processes.

INITIATIVES UNDERWAY

- Continue design and public outreach of new DPW Facility; possibly bring to 2026 Annual Town Meeting
- Build upon employee recruitment and retention improvements
- Determine future of Our Island Home; whether or not to resubmit the 2025 proposal to the 2026 Annual Town Meeting; and the process of closure
- Update Information Technology strategic plan to prepare for future needs
- Support the Master Plan Update with a robust community engagement effort
- Establish program to support all committee chairs and members to better understand meeting requirements and protocols
- Establish annual process to coordinate and align board, committee and commission strategies
- Develop and continue to improve the public communication strategy to ensure efficient engagement with the community
- Develop plan for applying betterments to coastal resiliency projects



TOWN OF NANTUCKET
STRATEGIC PLAN

DEVELOPED IN COLLABORATION WITH:

