

Town of Nantucket Master Plan - Draft Implementation Plan

To be used to inform the discussion at the August 25-26, 2026 Listening Sessions.

The following Implementation Matrix is organized by Goal, with several recommendations beneath each goal. Each recommendation includes the Action, Responsible Party, Timeline, Resources Needed, and Related Elements (see key on page 28).

The goals were developed and adopted as part of the Master Plan's Vision Statement. Some goals have been slightly modified to reflect staff input.

The recommendations included were derived from several sources:

- Ideas conveyed by Town Staff during two days of workshops held April 15-16, 2026 and in correspondence following the workshops.
- Recommendations from project consultants Barrett Planning Group based on the findings of the Master Plan inventory and assessment and key issues.
- Recommendations pulled from the 2009 Master Plan that remain pertinent.



GOAL: PRESERVE OUR PRECIOUS COASTAL ECOSYSTEMS AND MANAGE OUR EXCEPTIONAL CONSERVATION AREAS TO MAXIMIZE THEIR ECOLOGICAL BENEFITS AND BEAUTY.

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Continue to enhance GIS-based mapping and monitoring of conservation lands through the Town's OpenGov Computerized Maintenance Management System (CMMS) platform.	Sewer Dept/Stormwater Division	Ongoing	Town Staff	LU, NR, OS, CSF
Continue integration of asset inventories, maintenance records, inspection data, and spatial mapping via the OpenGov CMMS platform to support long-term conservation planning and infrastructure decision-making.	Sewer Dept/Stormwater Division	Ongoing	Town Staff	LU, NR, OS, CSF
Increase public education efforts to spread information about Nantucket's natural resource areas, their vulnerabilities, and best practices for stewardship.	Natural Resources Dept + Communications Dept + Culture & Tourism Dept	Ongoing	Town Staff	NR, S
Continue environmental management, monitoring, and stewardship programs carried out by staff in the Natural Resources Department, including water quality monitoring and management (assisted by the Sewer Department), oyster recycling, shellfish recycling, shellfish spawning, erosion monitoring, etc.	Natural Resources Dept (lead) + Sewer Dept/Stormwater Division (Supporting)	Ongoing	Town Staff	NR
Routinely update the Fertilizer Best Management Practices and continue public education.	Conservation Commission + Communications Dept + Natural Resources Dept	0-4 Years	Town Staff	NR
Continue natural resource, open space, and recreation planning and plan implementation efforts,	Natural Resources Dept + PLUS + DPW	Ongoing	Town Staff, Consultants/Outside	NR, OS, LU



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
including periodic updates to the <i>Open Space and Recreation Plan</i> to maintain eligibility for state grant programs.			Assistance	
Continue to reduce potential build out in ecologically sensitive areas.	Planning Board + Town Meeting	Ongoing	Town Staff, Public Support	LU, NR, S



GOAL: CLEAN AND PROTECT OUR HARBORS, PONDS, AND DRINKING WATER SUPPLIES.

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Continue development of an integrated environmental data platform for water quality tracking, analysis, and visualization via the OpenGov GIS/CMMS platform.	Sewer Dept/Stormwater Division	Ongoing	Town Staff	NR
Align septic regulations for Wellhead Protection District, which require Innovative/Alternative (I/A) systems, with housing goals to prioritize affordable and year-round housing.	Health & Human Services Dept + Housing Dept	0-4 Years	Town Staff	H, NR, CH, S
Continue to coordinate between town entities to address water quality concerns, including but not limited to: - Updating fertilizer regulations - Addressing nutrient loading in waterbodies - Addressing PFAS loading in drinking water - Implementing proper stormwater infrastructure - Completing an updated groundwater model to better account for variable flows caused by climate change and groundwater extraction - Continuing ongoing sanitary sewer expansion projects	Health & Human Services Dept + Sewer Dept + Water Dept + Natural Resources Dept + Select Board + PLUS (consultation)	0-4 Years	Town Staff, Consultants/Outside Assistance, Capital Investment	CSF, NR, S, CH, LU
Coordinate between town entities to maintain compliance with enacted and anticipated updates to state regulatory requirements pertaining to sewer, septic, and drinking water standards. Apply for a Watershed Permit with MassDEP to address nitrogen-sensitive areas of Nantucket and Madaket watersheds to comply with updates to Title V.	Health & Human Services Dept+ Sewer Dept/Stormwater Division + Water Dept + Natural Resources Dept	0-4 Years	Town Staff, Consultants/Outside Assistance	CSF, NR, S



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Comply with updated EPA Determinations of Contaminants of Emerging Risks as related to drinking water standards, including reclassification of PFAS types.				
Continue ongoing PFAS assessment and mitigation efforts as guided by recommended in the <i>2022 PFAS Preliminary Assessment and Planning Approach Report</i>. Continue PFAS remediation work at the Nantucket Memorial Airport.	Health & Human Services Dept + Nantucket Memorial Airport	Ongoing	Town Staff	CH, NR, S
Adopt town-wide stormwater regulations as Step 2 to approval of Article 71 at the 2026 Annual Town Meeting.	Select Board + Sewer Dept/Stormwater Division + PLUS (consultation)	0-4 Years	Town Staff, Consulting Engineers	CH, NR, S
Update Subdivision Rules and Regulations to enhance stormwater treatment through best management practices and coordinate with Town-wide stormwater regulations (once adopted).	Planning Board	0-4 Years	Town Staff, Consulting Engineers	LU, S



GOAL: INCREASE THE ISLAND'S RESILIENCY AND PREPARE FOR SEA LEVEL RISE, COASTAL EROSION, AND CLIMATE CHANGE.

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Partner with a qualified consultant to expand the Town's GIS resources to model future sea level rise and other climate impacts, providing valuable decision-making tools for future planning and coastal resilience initiatives.	IT/GIS Dept + Town Administration + Natural Resources Dept	4-7 Years	Consultants, Town Staff	S, T
Implement the Town's Coastal Resilience Plan (CRP).	Natural Resources Dept	Ongoing	Capital Investment, Additional Funding	S
Increase staff capacity in the NRD Climate Division in order to implement and manage CRP projects.	Natural Resources Dept	0-4 Years	Town Staff, Additional Funding	NR
Create a funding mechanism to aid CRP project construction costs to reduce reliance on capital fund requests.	Town Meeting	0-4 Years	Public Support, Legislation, Additional Funding	NR
Continue to annually update and enter into the Capital Improvement Plan the anticipated cost to implement projects recommended in the CRP.	Natural Resources Dept + Finance Dept + Town Administration	Ongoing	Town Staff	S, NR, LU
Every 5-10 years, update the CRP to stay up to date with coastal risks, sea level rise projections, and add in other at-risk locations.	Natural Resources Dept + Coastal Resilience Advisory Committee	5-10 Years	Town Staff	S
Work to create a private/public partnership matrix to help fund and implement projects to protect critical infrastructure.	Natural Resources Dept	Ongoing	Town Staff	S, NR
Implement regulatory changes to address resilience on the waterfront, such as a bulkhead height trigger for private owner replacement.	Town Meeting + Planning Board	0-4 Years	Town Staff, Public Support	S



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Study and address erosion issues at the Nantucket Memorial Airport which threaten runway use.	Natural Resources Dept + Nantucket Memorial Airport ¹	4-7 Years	Town Staff, Consultants/Outside Assistance	S, T
Review Nantucket's current capital planning process (CPP) and consider how climate and resilience may be better considered when projects are prioritized and ranked for municipal capital improvements.	Capital Program Committee + Natural Resources Dept + Select Board + Finance Committee + Town Administration	4-7 Years	Town Staff	CSF, S
Review zoning standards for lots containing wetlands, coastal dunes, subject to coastal storm flowage, etc.	Planning Board + Town Meeting + Conservation Commission/Natural Resources Dept (consultation)	Ongoing	Town Staff, Engineering Consultants, Public Support	LU, S
Re-evaluate prior plans for infrastructure expansion into areas that may be forecast for significant changes due to sea level rise, coastal erosion, and climate change.	Town Administration + PLUS + DPW + Sewer Dept + Water Dept	Ongoing	Town Staff, Engineering Consultants	LU, S
Identify and obtain license agreements for any necessary road re-routes necessary due to erosion, resilience projects, or other Town activities.	Town Administration (Real Estate) + PLUS + DPW	Ongoing	Town Staff, Public Support	LU, S

¹ Coordination with the Federal Aviation Administration required.



GOAL: CREATE, PRESERVE, AND PROTECT QUALITY, LONG-LASTING HOUSING OPPORTUNITIES THAT SUPPORT A DIVERSE YEAR-ROUND COMMUNITY AND WORKFORCE ACROSS ALL INCOME LEVELS.

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Develop GIS housing inventory and build-out tools	IT/GIS Dept + Housing Dept	4-7 Years	GIS development, Town staff	H, LU
Expand voluntary deed restriction and housing preservation programs to retain existing year-round ownership and rental housing, with targeted outreach and flexible acquisition tools.	Housing Dept + Affordable Housing Trust + Assessor's Office	0-4 Years	Transfer Fee/Additional Funding, Additional Town Staff	H
Work with large Island employers to help create a balance (both employer-owned and workforce housing) of housing opportunities for essential workers Encourage the creation of employer-owned and managed employee housing units by allowing them as of right pending site review	Housing Dept + Planning Board	0-4 Years	Town Staff	LU, H, ED, CSF
Identify potential tools for additional, reliable funding for year-round housing including transfer-fee authority, Seasonal Communities funding, Community Preservation Act, bonding authority, revolving loan funds, state and federal grants, employer participation, and public-private partnerships.	Housing Dept + Affordable Housing Trust + Town Administration + NP&EDC + Town Meeting	0-4 Years	Town Staff, Creative collaboration, Legislation, Public Support	H
Pursue collaboration with on- and off-island non-profits to reduce the onus on the Town to produce housing	Affordable Housing Trust	0-4 Years	Town Staff, Creative collaboration	H
Evaluate acquisition, preservation, rehabilitation, adaptive reuse, redevelopment, relocation of structures, and disposition of Town and Affordable Housing Trust property to maximize year-round	Housing Dept + Affordable Housing Trust + Town	0-4 Years	Town Staff	H, CSF



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
housing outcomes.	Administration (Real Estate)			
Launch the rental preservation program and preserve existing year-round rentals, incentivize long-term leasing, and prevent conversion to seasonal or short-term use.	Housing Dept + Affordable Housing Trust + Procurement	0-4 Years	Increased/approved funding	H
Create avenues for incentivizing voluntary restrictions for year-round or income-restricted Accessory Dwelling Units (ADUs) by providing financial incentives, technical assistance, streamlined permitting, model restrictions, and owner education for voluntary year-round or income-restricted ADUs.	Housing Dept + Affordable Housing Trust + PLUS`	4-7 Years	Town Staff, Consultants/Outside Assistance	H
Develop a financial plan and underwriting guidelines for the Affordable Housing Trust in order to guide future investment of trust fund resources, maximize leveraging of non-local funds, and identify additional funding sources worth pursuing, such as state and federal monies.	Affordable Housing Trust + Housing Dept + Finance Dept	0-4 Years	Town Staff, Consultants/Outside Assistance	H
Consider the creation of a comprehensive rental registry to support inventory, policy analysis, compliance, and monitoring of long-term and short-term rental supply and determine the appropriate legal and administrative lead.	Health & Human Services Dept + PLUS + Housing Dept + Town Counsel + Select Board	0-4 Years	Town Staff, Additional Funding	H
Create a housing continuum strategy that includes deeply affordable, supportive, senior, family, workforce, middle-income, municipal employee, rental, and ownership housing. Include outreach and education for displaced and unhoused individuals	Housing Dept + Nantucket Housing Authority + Affordable Housing	4-7 Years	Town Staff, Consultants/Outside Assistance	H



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
to support housing at all levels.	Trust			
Identify and support zoning strategies to require year-round housing in exchange for regulatory waivers, expedited approvals, and other types of cost offsets for developers.	Planning Board + Housing Dept	Ongoing	Town Staff	LU, H
Continue to advocate for legislative changes through Nantucket's Seasonal Communities designation.	NP&EDC + Planning Board + Housing Dept	Ongoing	Town Staff	H, LU
Provide incentives, especially in the TOD, for the creation of income-restricted housing units, preferably in perpetuity.	PLUS + Housing Dept + Planning Board + Select Board	Ongoing		H
Partner with the Nantucket Housing Authority (NHA) to preserve, redevelop, and expand deeply affordable and public housing and coordinate Town and Trust investments with NHA capital planning.	Nantucket Housing Authority + Housing Dept + Affordable Housing Trust	Ongoing	Town staff	H
Implement the Housing Production Plan, report annually on progress, and update at least every five years.	Housing Dept + Planning Board + Select Board + Affordable Housing Trust	Ongoing	Town staff, consultants/outside assistance	H
Maintain and expand the Subsidized Housing Inventory and pursue Housing Production Plan certification and other strategies that preserve local planning authority while advancing affordable housing production.	Housing Dept + PLUS + Planning Board + Affordable Housing Trust	Ongoing	Town staff, funding	H, LU



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Maintain and expand municipal employee housing to support recruitment, retention, continuity of public services, and emergency response capacity.	Housing Dept + Town Administration + Human Resources	Ongoing	Town staff, funding	H, CSF
Establish criteria and funding capacity for strategic acquisition of land, existing homes, affordability restrictions, and development opportunities that advance year-round housing goals.	Affordable Housing Trust + Housing Dept + Town Administration (Real Estate)	4-7 Years	Town staff	H, CSF



GOAL: IMPROVE THE SAFETY, CONNECTIVITY, AND EFFICIENCY OF OUR TRANSPORTATION SYSTEMS BY PRIORITIZING WALKING, CYCLING, AND PUBLIC TRANSIT, AND REDUCING DISCRETIONARY VEHICLE TRIPS.

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Consider a local tax based on vehicle weight to address emissions and roadware concerns.	Select Board + Town Meeting	4-7 Years	Public Support, Legislation	T, CSF
Reevaluate public transportation system based on anticipated growth. - Prioritize origin to destination connectivity (last-mile issues). - Prioritize more connectivity around nodes.	PLUS + NP&EDC + NTRA	Ongoing	Town Staff, Consultants/Outside Assistance	T
Provide an array of transportation options to reduce congestion (sidewalks, biking, public transit) and an array of incentives to influence transportation choices, such as: - A Parking Management System - Continue free fare NRTA - Expanded worker routes during winter service - Short term and long-term parking opportunities - Improved bus stops, such as shelters, lighting, benches, and adequate space	PLUS + NP&EDC + Select Board + NRTA	Ongoing	Town Staff, Consultants/Outside Assistance, Additional Funding	T
Work towards and advocate for the affordability of all transportation options. Advocate for affordable ferry and airfare rates.	Select Board + NP&EDC	Ongoing		T
Create a scenario planning system to integrate transportation data sources and evaluate/modify transportation routes as situations change.	PLUS + IT/GIS Dept + DPW + Town Administration + NRTA	4-7 Years	Town Staff, Consultants/Outside Assistance	T
Provide a safe, secure environment for all residents and	Police + Town	0-4 Years	Town Staff, Public	CSF



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
visitors by improving enforcement of existing laws and regulations, such as: • Work with the state to support legislation on motorized vehicles (E-bikes) that will work for Nantucket to reduce traffic congestion but avoid dangerous situations on shared use paths • Pursue grant funding to address handheld phone use and driver distraction • Increase staffing for enforcement, specifically for speed limits on bike paths and age restrictions on EVs	Administration + NP&EDC		Support, Additional Funding	
Collect data on the seasonality of traffic/collisions.	Police/Fire + IT/GIS Dept + NP&EDC	Ongoing	Town Staff	CSF, T
Strive to update and upgrade airport facilities to meet the needs of growing ridership, planes, carriers (i.e. airlines), and equipment needs.	Nantucket Memorial Airport	Ongoing		T, CSF
Identify, design, fund, and construct missing connections between existing pedestrian/bicyclist paths. • Including: Tom Nevers Path, Wauwinet Path, Town Path, Somerset Path, connection between Orange St and Sparks Ave.	DPW + NP&EDC + Select Board	Ongoing	Town Staff, Engineering Consultants, and Funding	T
Identify, design, fund, and implement missing connections between existing NRTA routes to make utilizing public transportation more desirable. • Consider Downtown core loops for the NRTA with smaller E-buses to reduce congestion.	NRTA + NP&EDC	Ongoing	Town Staff, Engineering Consultants, and Funding	T
Evaluate the timing of the NRTA routes for enhanced usage.	NRTA	Ongoing	Town Staff, Engineering	T



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
			Consultants, Funding	
Provide the public, including residents and visitors, with information for using the island's alternative transportation modes safely.	Communications Dept + Culture & Tourism Dept + NRTA + NP&EDC	Ongoing	Town Staff	T
Promote low or no carbon transportation alternatives and technologies, such as continued electrification of the municipal fleet and NRTA vehicles.	PLUS (Energy Office) NP&EDC + NRTA	Ongoing	Town Staff, Additional Funding	T, S
Facilitate easy use of alternative modes of transportation for visitors arriving via plane and ferry.	Airport Commission + NRTA + Select Board	Ongoing		T



GOAL: PRIORITIZE NEW DEVELOPMENT AND ADAPTIVE REUSE OF EXISTING STRUCTURES THAT RESPECT THE NATURAL AND HISTORIC CHARACTER OF THE ISLAND WHILE PROVIDING SAFE, ATTAINABLE HOUSING AND ESSENTIAL SERVICES WITHIN PROXIMITY TO EACH OTHER.

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Update <i>Building with Nantucket in Mind</i> .	PLUS + Historic District Commission	0-4 Years	Town Staff, Consultants/Outside Assistance	HCR, H
Increase collaboration between housing-focused and environment-focused town entities and non-governmental groups. Pursue a public outreach initiative that discusses the potential co-benefits of housing and environmental initiatives.	Housing Dept + Natural Resources Dept + Communications Dept	Ongoing	Town Staff	H, NR, OS, S
Complete Preservation Plan with funding awarded from MHC to develop a roadmap to using Nantucket's historical and cultural resources to benefit the people of Nantucket.	PLUS + Historic District Commission + Nantucket Historical Commission	0-4 Years	Town Staff, Consultants/Outside Assistance	HCR
Prioritize adaptive reuse and relocation of historic structures for permanently year-round or income-restricted housing, with clear permitting and financing pathways. - Explore methods to incentivize reuse of structures, such as a density bonus or additional uses. - Work with the Nantucket Preservation Trust on a website to advertise house moves. - Utilize AHT funds for house moves in exchange for year-round units.	PLUS + Historic District Commission + Housing Dept + Affordable Housing Trust + Nantucket Historical Commission	0-4 Years	Town Staff, Additional Funding	HCR, H, LU, S
Complete expansion of mitigation capacity with additional, dedicated staff. Complete a full inventory of land including	Town Administration (Real Estate)	0-4 Years	Additional Funding	CSF, LU



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
existing restricted land, land available for mitigation, and land off-limits for mitigation.				
Build upon the Nantucket Preservation Trust's <i>Building Material Salvage Study</i> and ongoing work by MassDEP to explore the adoption of a deconstruction bylaw that complements the demolition delay bylaw.	PLUS	4-7 Years	Town Staff, Consultants/Outside Assistance	HCR, S
Undertake a comprehensive zoning review and complete the ongoing subdivision regulation update to ensure regulations meet current needs. - Consider establishing residential and mixed-use character (form-based) districts in place of the existing conventional use districts in areas of Nantucket with the highest growth potential. - Consider innovative zoning bylaws such as cottage communities. - Aim to reduce dependence on discretionary approvals (aka special permits, conditional uses) and move towards by-right allowances with site plan review and design guidelines.	Planning Board + Town Meeting/Voters	4-7 Years	Town Staff, Consultants/Outside Assistance, Public Support	LU, H, ED
Continue documenting the island's historic structures through the Massachusetts Historical Commission or Preservation Institute Nantucket. - Centralize publicly-available information about the island's historic structures. - Utilize CPC funding to study and document historic farms and current farms. - Collaborate with Land Bank and Sustainable Nantucket.	PLUS + Historic District Commission + Nantucket Historical Commission	Ongoing	Town Staff, Consultants/Outside Assistance	HCR, NR



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Collaborate with Nantucket Land Bank to find opportunities to address pressing community needs within the confines of its enabling legislation.	PLUS + Housing Dept	0-4 Years	Town Staff	LU, H
Revise Historic District Commission Special Act legislation to meet the Island's historic preservation needs of today. - Review and implement as appropriate the National Alliance of Preservation Commissions' recommendations for the Town's preservation program and Special Act legislation. - Undertake a detailed review of the Historic District commission's operations that results in specific recommendations and updates to the Special Act legislation. - Consider changes to the Special Act legislation such as separate historic district commissions for different areas of town, administrative or staff level reviews, or exempting common items from full Historic District Commission review.	Historic District Commission	4-7 years	Town Staff, Historic/Architectural Consultants	HCR
Reduce barriers to construction by making local permitting more streamlined and less technical.	Historic District Commission + Planning Board + PLUS (Energy Office) + Conservation Committee + Board of Health	Ongoing	Town Staff	LU
Increase energy efficiency in buildings by promoting electrification and low or no carbon technologies for building energy use, including appliances, lighting, and heating, ventilation, and cooling (HVAC) systems.	PLUS (Energy Office)	Ongoing	Town Staff	S, CSF



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Promote energy efficiency and conservation measures by considering methods to minimize energy consumption in facility planning and design.	PLUS (Energy Office)	Ongoing	Town Staff	S
Continue to create and update area plans supported by Town planning staff through a participatory process, to facilitate zoning changes that reinforce, as appropriate, Nantucket's Town and Country zoning framework and to foster the creation of areas with neighborhood services.	NP&EDC	Ongoing	Town Staff	H
Add workforce housing near transit and employment centers; pedestrian and bicycle connections between housing, schools, municipal facilities, and jobs; and transportation-cost considerations in housing-location decisions.	PLUS + NP&EDC + Housing Dept + NRTA	Ongoing	Town staff	T, H, LU, ED



GOAL: DIVERSIFY OUR ECONOMY FOR SUSTAINABLE GROWTH THAT ALLOWS US TO PROTECT OUR NATURAL AND HISTORIC RESOURCES, MAINTAIN OUR INFRASTRUCTURE, ENSURE ESSENTIAL GOODS AND SERVICES REMAIN AVAILABLE AND AFFORDABLE ON THE ISLAND, AND EXPAND LIVABLE YEAR-ROUND EMPLOYMENT OPPORTUNITIES FOR RESIDENTS.

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Facilitate future improvements to digital infrastructure ² through land use planning, permitting, zoning, and infrastructure coordination to provide reliable service and meet the needs of an increasingly connected and technologically advanced society.	IT/GIS Dept + Town Administration + PLUS	0–4 Years	Town Staff	ED
Improve economic data availability by making appropriate portions of information collected through day-to-day municipal operations, such as property assessments, permitting activity, traffic counts, and utility usage, accessible and integrated across departments to improve planning and provide better insight into economic trends affecting the island.	IT/GIS Dept	4–7 Years	Data Systems, Town Staff	ED
Create streamlined regulations around alternative energy sources to improve resiliency, such as carve outs for solar cells and small scale wind.	PLUS (Energy Office) + Planning Board	4-7 Years	Town Staff	S, ED
Explore a buy local/buy year-round program to support local products and economies.	Culture & Tourism Dept	4-7 Years	Town Staff	ED
Consider implementing a permit process and fee system to capture revenue from summer pop-up businesses and explore revenue capture from unauthorized use of Town	Town Administration + Select Board	0-4 Years	Town Staff	ED

² Digital infrastructure encompasses the communications and technology systems that support residents, businesses, visitors, and municipal operations. This includes reliable broadband and cellular connectivity, municipal fiber networks, wireless communications, cloud services, cybersecurity, and the technology systems that enable residents and businesses to interact with local government.



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Seal.				
Explore opportunities to utilize AI technology as a workforce multiplier and enforcement tool.	IT/GIS Dept + DPW + PLUS + Town Administration	0-4 Years	Town Staff	CSF
Create a marketing/outreach campaign to increase awareness of the Town's existing housing programs offering opportunities for year-round housing.	Communications Dept + Housing Dept	0-4 Years	Town Staff	H, CSF
Undertake an economic impact analysis of the island's historic resources to understand how they support the local economy through tourism, the trades, housing, and jobs.	PLUS + Historic District Commission + Nantucket Historical Commission	4-7 Years	Town Staff, Consultants/Outside Assistance	HCR
Encourage coordination between non-profits, such as the creation of issue-based coalitions.	All Departments	0-4 Years	Town Staff	All
Work with National Grid to provide an adequate, reliable, diverse, and affordable supply of energy; promote low or no carbon energy generation as appropriate; and increase the resiliency of energy generation and delivery.	PLUS (Energy)	Ongoing	Town Staff, Outside Assistance	S
Continue energy initiatives currently underway (MassSave, Green Community Designation, energy aggregation) and expand initiatives as needs changes and opportunities arise.	PLUS (Energy)	Ongoing	Town Staff, Outside Assistance	S
Support and maintain the current tourism economy by developing a comprehensive destination management strategy that balances visitor demand with resident quality of life. This may include: Collection and analysis of tourism-related data and performance metrics to better understand	Culture & Tourism Dept	Ongoing	Town Staff, Consultants/Outside Assistance	ED



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
visitor behavior, economic impacts, and infrastructure needs; • Measurable strategies for managing seasonal visitation, improving visitor distribution across the Island, and reducing congestion in peak areas; • Investments in wayfinding, visitor information, interpretation, multilingual resources, and digital visitor tools; • Strategies to support the Nantucket Cultural District as a driver of economic development, placemaking, and year-round vitality; • Strategies to incorporate Culture & Tourism into transportation planning by considering visitor arrivals, ferry and airport connections, downtown circulation, and visitor mobility alongside resident transportation needs.				
Encourage retention of small neighborhood centers and consider increases in mixed-use allowances in zoning districts near nodes and villages to support commercial enterprises. • Develop specific standards for individual neighborhood centers based on local service needs. • Explore ways to incentivize local business start ups in mixed-use areas while mitigating impacts like parking and noise.	Planning Board	Ongoing	Town staff	LU, ED, T



GOAL: WELCOME AND INTEGRATE RESIDENTS AND VISITORS OF ALL BACKGROUNDS AND INCOME LEVELS, PROVIDE HIGH-QUALITY EDUCATIONAL, VOCATIONAL, AND RECREATIONAL OPPORTUNITIES, AND ENSURE ALL NANTUCKET RESIDENTS CAN ACCESS THE SERVICES THEY NEED.

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Continue to support the municipal functions required to support Nantucket's culture and tourism as a crucial element of the Island's economy, identity, and community through planning, investment, coordination, and long-term management.	Town Administration + Culture & Tourism Dept	Ongoing	Town Staff	HCR, ED, CSF
Work with Builders Association to increase vocational training on the island, perhaps through the Nantucket Community School.	PLUS + Nantucket Public Schools	4-7 Years	Town Staff, Additional Funding	CH, ED
Improve accessibility for healthcare programs and training on Island for high school graduates and adult learners through a partnership between Our Island Home and the Community School.	Our Island Home	0-4 Years	Town Staff, Additional Funding	CH, ED
Provide high-quality recreational facilities that meet present and future needs and challenges. • Update the Parks & Recreation Master Plan. • Improve playgrounds, ball courts, fields, and other outdoor sports amenities. • Evaluate the creation of a multi-generational indoor recreational center.	DPW + Select Board + Town Administration + Land Bank	4-7 Years	Capital Investment, Town Staff, Consultants/Outside Assistance	CSF, OS
Site and create an impound lot for town usage to enforce parking violations.	Town Administration	0-4 Years	Capital Investment	CSF, T
Create an outbuilding for public safety equipment storage.	Town Administration	4-7 Years	Capital Investment	CSF



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Create a standing Town Building Committee to oversee public facilities needs, including repairs, new buildings, and public education.	Town Administration	0-4 Years	Town Staff	CSF
Undertake a comprehensive review of all Town boards, committees, and commissions, aiming to: • Reduce complication • Establish committee guidance, procedures, appointment vs election • Implement regular workshops/trainings for members on roles, responsibilities, and procedures • Review what responsibilities can be reorganized to fall within staff responsibility • Support and set priorities for the work of the Community Coordinator • Increase Community Coordinator capacity by hiring additional staff	Town Administration	0-4 Years	Consultants/Outside Assistance, Additional Funding	CSF
Support programs that promote the physical and mental health of the community.	Health & Human Services Dept	Ongoing	Town Staff	CSF, CH
Provide high-quality educational facilities adequate to meet present and future growth needs. • Construct a new Middle School to meet the needs of Nantucket's school-age children.	Nantucket Public Schools + Town Meeting	Ongoing	Capital Investment, Public Support	CSF
Work collaboratively between Town entities providing senior services to improve and enhance offerings for seniors on Nantucket through resource development and advertising, non-profit partnerships, and healthcare/public health outreach.	Our Island Home + Council on Aging + Senior Center	Ongoing	Town staff, partnerships	CH



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Develop a comprehensive program to achieve designation as a “Dementia Friendly” town in recognition of the national trend to normalize dementia as seniors age in their communities.	Our Island Home + Council on Aging + Senior Center	0-4 Years	Town Staff	CH



GOAL: MAKE OUR LOCAL GOVERNMENT MORE TRANSPARENT, ACCESSIBLE, AND REPRESENTATIVE OF ALL WHO CALL NANTUCKET HOME

Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Develop a Master Plan progress dashboard.	Communications Dept + PLUS + Town Administration + IT/GIS Dept	0–4 Years	Reporting Tools, Town Staff	All
Establish an IT governance framework to formalize a process for aligning technology investments with the Town’s long-term priorities.	IT/GIS Dept + Town Administration	0–4 Years	Town Staff	CSF
Significantly expand the Communications Department, with staff embedded into other Town Departments with subject matter knowledge and capacity for dedicated outreach and engagement.	Town Administration	0-4 Years	Additional Funding	CSF
Continue and improve public outreach, engagement, and education via the Town’s website. Streamline information on the Town of Nantucket website and improve accessibility of information, such as translation.	Communications Dept + IT/GIS Dept + Town Administration	Ongoing	Town Staff	CSF
Explore ways to increase the diversity of participants across boards and committees, such as an increase in stipends, childcare, town government academy, etc.	Town Administration	0-4 Years	Town Staff, Consultants/Outside Assistance, Additional Funding	CSF
Consider ways to expand Town meeting attendance, voting, and representation of the community. Consider a Civics Education course for Open Meeting Law and other local government topics.	Town Administration	0-4 Years	Town Staff, Consultants/Outside Assistance	CSF
Expand professional capacity for preservation work, such	PLUS + Historic District	4-7 Years	Additional Funding	HCR, CSF



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
as establishing a Preservation Office with additional staff	Commission			
Create and fund a Plan Coordinator position reporting to the Town Manager to coordinate cross-departmental planning, plan implementation, and public communication.	Town Administration	0-4 Years	Additional Funding	CSF
Improve permit/license workflow, digital access to records and applications, and accessibility of digital services. Create an integrated and modernized permit/license workflow and platform by property available to the public, likely through an expansion of OpenGov modules.	IT/GIS Dept + PLUS + Health & Human Services Dept + Culture & Tourism Dept + All Departments (users)	0-4 Years	Town Staff, Software, Training, Consultants/Outside Assistance	CSF, LU
Undertake a complete review of the Town Code, in addition to a comprehensive zoning review, and remove unenforceable and unenforced items.	Town Administration + PLUS + All Departments + Town Meeting	0-4 Years	Town Staff, Consultants/Outside Assistance	CSF, LU
Construct centralized town government facilities in a campus-style organization to consolidate municipal functions while phasing costs and emulating existing small-scale buildings. Address inadequate town government buildings, including 2 Fairgrounds Rd, 16 Broad St, 131 Pleasant St, and 20 South Water St.	Town Meeting + Select Board + Finance Committee + Town Administration	0-10 Years	Capital Investment, Public Support	CSF
Hire a Town archivist to digitize records, create a centralized record platform for staff, and create a record keeping policy.	Town Administration + IT/GIS Dept	0-4 Years	Additional Funding	CSF



Action	Responsible Party	Timeframe	Resources Needed	Related Elements
Increase staff capacity for proactive enforcement of rules/regulations and outreach and explore different enforcement and compliance structures.	Town Administration	0-4 Years	Additional Funding	CSF
Annually evaluate and update permitting fees.	All Designated Permitting Boards	4-7 Years	Town Staff	LU, H, ED
Improve communication, outreach, and transparency of town boards, committees, commissions, and departments. - Follow the Select Board's Information Policy to ensure meeting packet information posted online in advance of meetings. - Improve internal Town communications & resources/reference material for employees. - Continue allowing hybrid meeting formats and making recordings available for public viewing.	All Boards, Committees, and Departments	Ongoing	Town Staff	CSF
Coordinate on-island or on-line vocational education opportunities for residents to enroll locally. Create partnerships between the Town and non-profit organizations for education.	Nantucket Public Schools	Ongoing	Town Staff	CSF



Related Elements Key			
LU	Land Use	ED	Economic Development
CH	Community Health	T	Transportation
S	Sustainability	H	Housing
NR	Natural Resources	CSF	Community Services & Facilities
OS	Open Space & Recreation	HCR	Historic & Cultural Resources

Responsible Party Key	
PLUS	Planning & Land Use Services
DPW	Department of Public Works
NP&EDC	Nantucket Planning & Economic Development Council
NRTA	Nantucket Regional Transit Authority

