

Select Board FY24-25 Strategic Plan

DRAFT 08.10.23

| Vision Building Block | Goal # | Goal Description | Timeline | Vision Plan / Local Comprehensive Plan | FY23-24 SB Plan | Primary Responsible Party | Other Key Stakeholders |
|-----------------------|--------|---|----------|--|-----------------|--|---|
| Sea Camps | SC-1 | Provide interim public access to and activities on both Sea Camps properties | FY24-25 | X | X | Town Administration and Bay & Pond Property Planning Committees | Select Board; Recreation Commission; Recreation Dept; Town Staff |
| | SC-2 | Continue community planning process, engaging residents and stakeholders, to develop long-term comprehensive plans for both Sea Camps properties | FY24-25 | X | X | Town Administration and Bay & Pond Property Planning Committees | Select Board; BPPC & PPPC Liaisons and Representatives, and Town Staff |
| | SC-3 | Continue to explore potential partnerships and revenue generating opportunities that mitigate tax impacts and/or provide enhanced services, programs, or amenities for residents on both Sea Camps properties | FY24-25 | X | X | Town Administration and Bay & Pond Property Planning Committees | Select Board; BPPC & PPPC Liaisons and Representatives, and Town Staff |
| Governance | G-1 | Evaluate strategies to reduce tax burden on residents, including examining revenues and targeted local tax relief options, and managing school budgets | FY24 | | X | Finance Team | Select Board; Finance Committee |
| | G-2 | Develop and implement communications plan, with focus on municipal finance and taxes, to best inform residents and local businesses about Town affairs | FY24-25 | X | | Town Administration | Select Board; Town Staff |
| | G-3 | Identify priority areas to increase organizational capacity to meet enhanced service needs and expanded project demands and develop long-term financing plan to fund necessary personnel | FY24-25 | X | X | Town Administration, Human Resources, & Finance Team | Select Board; Finance Committee; Town Staff |
| | G-4 | Conduct assessment of community recreation needs, develop implementation plan, and provide staffing supports to deliver enhanced recreation services | FY24-25 | X | X | Town Administration | Select Board; Finance Team; Human Resources; Recreation Dept & Commission; Natural Resources Dept; Department of Public Works |
| Community Character | CC-1 | Complete Diversity, Equity, and Inclusion audit of Town policies, provide DEI training to Town officials and staff, and integrate DEI considerations into Town programs, events, and activities | FY24-25 | X | X | Town Administration | Select Board; Human Resources Department; Town Staff |
| | CC-2 | Develop and implement FY24-28 Age-Friendly Community Action Plan based on 2023 COA community needs assessment | FY24-25 | X | X | Council on Aging Board & Department | Select Board; Town Administration; Social Services Team |
| | CC-3 | Evaluate feasibility of potential childcare subsidy program, and implement in equitable and sustainable manner | FY24-25 | X | | Select Board | Finance Team; Finance Committee; Housing Department |
| | CC-4 | Evaluate impacts of short-term rentals on the community and consider potential policy solutions | FY25 | | | Select Board & Town Administration | Board of Health; Health Department; Housing Department; Building Department; Planning Department |
| Open Space | OS-1 | Develop standard criteria and process to evaluate potential land acquisitions and consider establishing municipal land acquisition committee | FY24 | X | X | Select Board | Town Administration; Open Space Committee; Affordable Housing Trust; Water Commission; Town Staff |
| | OS-2 | Identify priority goals of 2021 Open Space and Recreation Plan and begin implementation, including making targeted accessibility improvements to Town-owned conservation land | FY24-25 | X | | Natural Resources Advisory Commission & Dept; Recreation Commission & Dept | Town Administration; Select Board; Conservation Commission; Water Commission & Dept |

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| Housing | H-1 | Promote and encourage support programs that help residents stay in their homes | FY24-25 | X | X | Housing Dept | Select Board; Town Administration; Affordable Housing Trust; Human Services Committee; Council on Aging |
| | H-2 | Continue implementing Housing Production Plan | FY24-25 | X | X | Affordable Housing Trust & Housing Dept | Select Board; Planning Board; Housing Partnership; Town Administration; Planner |
| | H-3 | Continue to provide support for Millstone Community Housing initiative | FY24-25 | X | X | Town Administration & Housing Dept | Select Board; Affordable Housing Trust; Community Preservation Committee |
| Local Economy | LE-1 | Develop Guide to Doing Business in Brewster | FY25 | X | X | Town Administration | Building Dept; Health Dept; Planning Dept; Natural Resources Dept; Town Clerk; Chamber of Commerce |
| Coastal Management | CM-1 | Identify and implement priority goals and strategies of Coastal Resource Management Plan (Phase I) | FY24-25 | X | | Natural Resources Commission & Dept | Select Board; Conservation Commission; Town Administration |
| | CM-2 | Advance intermunicipal shoreline management plan initiative with Dennis and Orleans | FY24-25 | X | | Natural Resources Dept | Natural Resources Advisory Commission; Town Administration; Conservation Commission |
| Water Resources | WR-1 | Continue Integrated Water Resource Management Plan implementation and update as needed to reflect current alternatives analyses, prioritize pond water quality, and identify timelines | FY24-25 | X | X | Water Resources Task Force | Town Administration; Select Board; Natural Resources Commission & Dept; Water Commission & Dept; Board of Health & Health Dept; Planning Board & Dept; Finance Committee; Brewster Ponds Coalition |
| | WR-2 | Continue to manage Pleasant Bay watershed permit, develop new watershed permits, and educate the community about changes to Title V regulations and new DEP nitrogen sensitive watershed permit regulations | FY24-25 | X | | Water Resources Task Force | Town Administration; Select Board; Board of Health & Health Dept; Pleasant Bay Alliance; Golf Commission & Dept; Brewster Ponds Coalition |
| Community Infrastructure | CI-1 | Collaborate with Brewster Ladies Library Association Board to determine priorities for library renovations and possible funding options/opportunities | FY24 | | X | Select Board & Town Administration | Finance Team; Brewster Ladies Library Association Board & Library Dept; Community Preservation Committee; Finance Committee |
| | CI-2 | Lead approved capital projects through to successful completion and continue to communicate and engage with residents | FY24-25 | X | | Town Administration | Select Board; Town staff |
| Climate Mitigation & Adaptation | CA-1 | Identify and implement priority energy and climate mitigation/ adaptation goals and strategies consistent with the Municipal Vulnerability Preparedness Plan, Green Communities Energy Reduction Plan, and Hazard Mitigation Plan | FY24-25 | X | | Energy & Climate Action Committee; Energy Manager | Town Administration; Select Board |
| Solid Waste Management | SW-1 | Establish improvement process for Department of Public Works and Recycling Center campus based on results of site assessment | FY24 | X | X | DPW Director | Town Administration; Select Board; Recycling Commission |