

**J M Goldson**

community preservation  
+ planning

TOWN OF EASTHAM

# Strategic Plan

**FY2020-2024**

*Executive Action Plan*

**2019**

**PREPARED FOR:**

Strategic Plan Steering Committee  
Town of Eastham  
2500 State Highway  
Eastham, MA 02642

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# OVERARCHING PLANNING PRINCIPLES

These overarching principles set a visionary context and serve to clarify the plan's intention.

1. Honor Eastham's history and protect its small town identity.
2. Live in harmony with the natural environment and local culture.
3. Enhance community vibrancy and viability for people of all ages.

# EXECUTIVE SUMMARY

The Town of Eastham created this plan to provide direction for town initiatives and priorities between Fiscal Year (FY) 20-24. The plan lays out a set of goals and strategies intended to guide the Town's use of funds, staff, and other resources as well as efforts of boards, commissions, and committees. Working collaboratively with the Strategic Plan Steering Committee (SPSC), Town Planner, and Town Administrator, planning consultant JM Goldson LLC assisted the Town in creating this plan. The plan describes the five-year strategies and action steps, identifies key trends and challenges, and synthesizes findings of the Town's recent planning efforts. In addition, the plan provides an overview of ongoing town initiatives and identifies additional strategies to consider for implementation in the future or as opportunities arise.

## Overarching Principles

The overarching principles set a visionary context and serve to clarify the plan's intention.

1. Honor Eastham's history and protect its small town identity.
2. Live in harmony with the natural environment and local culture.
3. Enhance community vibrancy and viability for people of all ages.

## Goals

The goals of this plan focus on **environmental protection** and enhancing **community character** and consist of the following:

1. Preserve and protect coastal, estuary, pond, and other natural resources.
2. Encourage and welcome a diversity of residents.
3. Improve travel experience for all users.
4. Foster and enhance community spirit.
5. Increase diversity of housing options.
6. Provide and enhance access to public recreational resources for all people.

Metrics to measure goal achievements are outlined in the appendices.

## Strategies

The objective substance of this plan lies in the following strategies. These strategies help to achieve the goals of the plan and reflect community priorities for the Town to focus on implementing between FY20-24. The strategies are grouped into four (4) categories that form "strategy packages" designed to achieve the goals of this plan in a comprehensive manner.

### 1. STRATEGIES TO SUPPORT A CLEAN ENVIRONMENT AND RESILIENT COMMUNITY

- a. Define and implement wastewater solutions to protect critical water bodies.
- b. Increase and protect the wildlife habitat value of existing open space through education, partnerships, a hands-on volunteer network, and financial investment in ecological management.
- c. Protect key parcels for conservation to protect municipal water supply and to enhance community resilience.
- d. Reduce municipal use of non-renewable energy sources and increase energy-conservation measures, such as fuel-efficient municipal vehicles.

## 2. STRATEGIES TO SUPPORT INTENTIONAL AND WELL-DESIGNED DEVELOPMENT

- a. Make suitable land available for affordable housing.
- b. Redevelop and improve existing buildings to maximize housing potential.
- c. Seek more opportunities to partner with private developers on privately owned sites to create affordable housing.
- d. Adopt Inclusionary Zoning provisions so that private market-rate development will include affordable units.
- e. Adopt architectural design guidelines for new development, particularly along the Route 6 corridor and North Eastham Village Center, to ensure resiliency by design and architecturally-compatible design.

## 3. STRATEGIES TO IMPROVE QUALITY OF LIFE FOR A DIVERSITY OF RESIDENTS AND TO STRENGTHEN THE COMMUNITY

- a. Create a new community center for all ages through new construction or reuse of existing facilities.
- b. Implement free or subsidized pre-K education.
- c. Expand recreational afterschool and other community-wide programs.
- d. Promote public awareness of the Accessory Dwelling Unit (ADU) zoning bylaw to increase the number of accessory dwellings and provide flexible living options as the needs of property owners and residents evolve over time.
- e. Host regular and widely advertise community events for a range of participants.

## 4. STRATEGIES TO IMPROVE SAFETY FOR ALL MODES OF TRANSPORTATION

- a. Redesign Route 6 to improve safety and reduce speeds by implementing the recommendations of the Route 6 Corridor Study.
- b. Create connectivity between businesses on Route 6 to minimize vehicular activity between adjacent businesses.
- c. Improve traffic safety town-wide by implementing Complete Streets initiatives in key locations, including requiring road construction to include multimodal infrastructure and traffic calming measures.

## Plan Organization

**Chapter 1:** Explains priority strategies and action steps for the next five years, including an action plan with identified responsible entities. The SPSC was created to oversee the development of this plan and to continue oversight and support of its implementation.

**Chapter 2:** Describes the additional strategies identified through this planning effort; indicates when and how these strategies may be reconsidered or implemented in the future.

**Chapter 3:** Lays out the methodologies and processes included in this plan and a brief profile of the community.

**Chapter 4:** Provides a synthesized analysis of planning initiatives over the past ten years.

**Chapter 5:** Identifies and recognizes ongoing work and the Town's commitment to the continuation of those efforts.

# CHAPTER 1: FIVE-YEAR PLAN

This chapter lays out in detail the strategies identified for five-year implementation focus as well as the responsible entities, actions, and resources necessary for achievement. Strategies are grouped into strategy packages designed to address a set of congruous goals. These strategy packages shape the organization of this chapter and include individual steps and an action plan that identifies time frames and responsible entities. These details will help guide the prioritization and implementation of this plan.

## Five-Year Goals

The following goals are addressed by one or more of the five-year strategies laid out in this chapter and will be measured by the metrics outlined in the appendices.

- 1. PRESERVE AND PROTECT COASTAL, ESTUARY, POND, AND OTHER NATURAL RESOURCES.**
- 2. ENCOURAGE AND WELCOME A DIVERSITY OF RESIDENTS.**
- 3. IMPROVE TRAVEL EXPERIENCE FOR ALL USERS.**
- 4. FOSTER AND ENHANCE COMMUNITY SPIRIT.**
- 5. INCREASE DIVERSITY OF HOUSING OPTIONS.**
- 6. PROVIDE AND ENHANCE ACCESS TO PUBLIC RECREATIONAL RESOURCES FOR ALL PEOPLE.**

## 1. Strategies to support a clean environment and resilient community



Preserving and protecting coastal, estuary, pond, and other natural resources emerged as a top goal through the strategic planning process. Residents highly value the community's natural areas, which provide wildlife habitat, coastal resources, scenic views, and peaceful beauty as well as resiliency in the face of sea level rise. These irreplaceable resources are critical components of Eastham's character.

The following four strategies (1.a-d) work together to support this plan's top goal to protect the environment and are intended for implementation between FY21-24.

These strategies together address the following goal:

- 1. Preserve and protect coastal, estuary, pond, and other natural resources.*



## Strategy a. Define and implement wastewater solutions to protect critical water bodies.

Wastewater treatment in Eastham relies on private, on-site septic systems. Risk to maintaining healthy natural resources is increased with the Town's reliance on septic systems. Private, on-site septic systems impact the quality of local drinking water and surface water bodies. Eighty-five percent of the wastewater flow into Cape Cod's embankments comes from on-site septic systems and even the newest Title-5 compliant on-site systems release nitrogen, which causes deterioration of groundwater, lakes, ponds, bays, and coastal water quality.

Maintaining the water quality of our freshwater ponds is also a vitally important part of wastewater management. Cape Cod ponds are part of the regional groundwater system and are linked to drinking water supplies and coastal estuaries. Pond water quality is impacted by various land use development activities, including wastewater, stormwater, and fertilizer use.

Eastham has been working with the Cape Cod Commission as it updates the Cape Cod Area Wide Water Quality Management Plan (Section 208 Plan). The town is designated as a Waste Management Agency, which is responsible for developing and implementing a plan to address nitrogen in its groundwater. The Town is actively exploring a variety of possible wastewater solutions including installation of Permeable Reactive Barriers (PRB)<sup>1</sup> at strategic locations, shellfish/aquaculture, enhanced innovative/alternative systems, and source-reducing toilets.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Continue/follow through with the ongoing PRB project (Phase I): initial implementation and permitting (pilot, ID core sewer area, flow neutral policy).	Year 1	Project consultants; Dept. of Health & Env.	Town Admin; Capital Planning Committee
2	Continue implementation of Targeted Watershed Management Plan for Nauset Estuary.	Year 1	Dept. of Health & Env.	Town Admin
3	Continue Schoolhouse/Ministers Pond remediation and restoration.	Year 1	Dept. of Health & Env.	Water Management Committee
4	Continue efforts to design/install on-site wastewater treatment facility at Salt Pond Visitor Center.	Year 1	Dept. of Health & Env.	Cape Cod National Seashore; Board of Health
5	Continue aquaculture pilot project for Salt Pond.	Year 1-2	Dept. of Health & Env.	Town Admin; Cape Cod National Seashore
6	Continue efforts for Salt Pond drainage improvements.	Year 1-2	Dept. of Health & Env.	Town Admin; DPW; MassDOT
7	Continue innovative/alternative septic systems pilot program for Town Cove.	Year 1-5	Dept. of Health & Env.	Town Admin; Board of Health
8	Continue/follow through with the ongoing PRB project (Phase II): initial capital infrastructure (site eval, monitoring, design and construction of core sewer service area, shellfish permitting and propagation, design and install secondary PRB, wastewater treatment facility).	Year 1-5	Project Consultants; Dept. of Health & Env.	Town Admin; Capital Planning Committee
9	Pursue additional funding sources and assistance, e.g. MassDevelopment and MassWorks.	Year 1-5	Project Consultants; Dept. of Health & Env.	Town Admin; Capital Planning Committee
10	Implement public education program.	Year 1-5	Board of Health	Town staff

<sup>1</sup>PRBs are permanent or semi-permanent on-site water treatment mechanisms that remediate contaminants in groundwater using reactive materials, combining a passive chemical or biological treatment zone with subsurface fluid flow management (EPA).

## Strategy b. Increase and protect the wildlife habitat value of existing open space through education, partnerships, a hands-on volunteer network, and financial investment in ecological management.

As described in the *2018 Eastham Community Preservation Plan*, Cape Cod is home to many specialized habitats and natural communities that support rare or threatened plant and animal species not found elsewhere in the Commonwealth. Further development and degradation of habitat quality from invasive species threatens the health and survival of these species in Eastham. These include Oriental Bittersweet, Japanese Knotweed, and Phragmites, which out-compete native plants for survival. The Climate Prediction Center recognizes the need to preserve natural habitats and open space resources by managing the impact of invasive species to protect sensitive flora and fauna and vital ecosystems.

Best practices for ecological management consist of invasive species control, carefully planned restoration, and grassland/shrubland maintenance. These efforts should be guided by and based on inventories to identify the conservation assets at each open space property and thoughtful planning to determine actions needed to maintain or enhance those assets.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Develop educational outreach strategies, determine education already underway.	Year 1-2	Open Space Committee	Natural Resources Dept.; Conservation Commiss.
2	Strategize establishment of volunteer network, review possible partners/other municipal volunteer networks, research possible projects for volunteer network and develop schedule, identify responsible parties, etc.	Year 1-2	Open Space Committee	Natural Resources Dept.; Conservation Commiss.
3	Review current land management practices and available resources, inventory habitat protection and ecological management needs and funding sources. Visit properties, map/locate invasive species, and rare/important habitats. Prioritize parcels for ecological management.	Year 2-3	Open Space Committee	Natural Resources Dept.; Conservation Commiss.
4	Develop grant funding request, and/or Town Meeting proposal for ecological management plans, development for key parcels, and funding to manage key properties.	Year 3	Open Space Committee; Town staff	Natural Resources Dept.; Conservation Commiss.
5	Solicit Requests for Proposals (RFPs) to develop ecological management plans, contract with consultant/firm, begin plan development.	Year 4	Town staff	Natural Resources Dept.; Conservation Commiss.; Open Space Committee
6	Finalize plan, review project implementation cost estimates, prepare/discuss funding request for Town Meeting.	Year 5	Town staff	Natural Resources Dept.; Conservation Commiss.; Open Space Committee

## Strategy c. Protect key parcels for conservation to protect municipal water supply and to enhance community resilience.

Eastham has three public wells protected by the Groundwater Protection District and by either the Wellhead Protection District, the Water Resource Protection District, or the Cape Cod National Seashore. Two wells are located on Town-owned property and under the control of the Select Board (SB). One well is located on land owned by the regional school district. As described in the *2018 Eastham Community Preservation Plan*, 72 of the 1,350 parcels located within the Groundwater Protection District (Zone 2) are owned by the Town, the Eastham Conservation Foundation, or the federal government. The remaining parcels are privately owned.

Land protection efforts reinforce the effectiveness of wellhead protection areas and further protect the quality of public drinking water. Any remaining privately owned properties within contributing areas could be considered for open space protection efforts.

In addition, as a coastal community, Eastham is susceptible to the effects of climate change, including sea level rise. Resilience—the community’s ability to bounce back after hazardous events—involves careful open space protection planning to balance protection of sensitive natural environments with impacts of human and economic activity. Sensitive environments include ecotones, or the transitional area between two plant communities.

An updated inventory and prioritization of key parcels to support community resiliency should be incorporated into a *Hazard Mitigation Plan*, followed by protection of key properties.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Locate key parcels for protection within water district, coastal areas, and low-lying areas. Prioritize parcels for purchase based on specific criteria.	Year 1	Open Space Committee	Natural Resources Dept.; Conservation Commiss.
2	Develop funding strategy for purchase; locate potential grants and develop town funding possibilities.	Year 2-5	Open Space Committee; Natural Resources Dept.	Natural Resources Dept.; Conservation Commiss.
3	Develop Town Meeting funding request for general land purchase fund; present to boards and committees as applicable.	Year 3-5	Open Space Committee; Natural Resources Dept.	Natural Resources Dept.; Conservation Commiss.
4	Update <i>Hazard Mitigation Plan</i> and implement action items.	Year 1-5	Planning Dept., Building, Health; Natural Resources Dept.; Police Dept. (PD); Fire Dept. (FD); Dept. of Public Works (DPW)	

## Strategy d. Reduce municipal use of non-renewable energy sources and increase energy conservation measures, such as fuel efficient municipal vehicles.

As described in the 2010 Eastham Comprehensive Plan, the Town has taken several steps to conserve energy and to use it efficiently, including energy efficient improvements to public buildings, solar panels at the Elementary School and the Department of Public Works barn, and a solar array at the Town's landfill. The Town no longer has an energy committee (formerly known as the Alternative Green Energy Committee).

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Review current municipal use of non-renewable energy. (vehicles, gas consumption, utilities, motorized equipment/ tools) and report findings to the Select Board. Locate existing board to develop policy, or create new one if one does not exist.	Year 1-2	DPW	SB; Natural Resources Dept.; All Depts. Supply information as needed.
2	Develop town policy/plan for reducing energy consumption and implementing green initiatives. (i.e., purchase electric vehicles when possible, purchase electric tools and equipment, turn off office equipment, anti-idling).	Year 2-3	Planning Dept.; DPW;;Green Committee	SB (Policy review and approval)
3	Develop/locate possible grant funding to purchase electric charging stations, and other grants to support purchase of energy-saving equipment. Review buildings or locations for additional solar panels. Enact town policies or plans as applicable.	Year 1-5	DPW	SB

## 2. Strategies to support intentional and well-designed development



To reinforce Eastham's built character as a quaint seaside community, it is critical to support development that is appropriately located, scaled, and designed. It is also important to improve the conditions of properties that are deteriorating. In addition to the quality and character of development, providing financially attainable housing is an important component of these strategies. The strategies work together from different angles to help address these concerns. They use a combination of tools including development on town-owned land, new programs, allocation of town funds, adopting new zoning regulations, and incorporating planning and architectural design guidelines into the Town's regulatory review process.

These strategies (2.a-e) together address the following goals:

2. *Encourage and welcome a diversity of residents.*
5. *Increase diversity of housing options.*

## Strategy a. Make suitable land available for affordable housing.

As recommended in *2016 Housing Production Plan (HPP)*, the Eastham Affordable Housing Trust will identify property for the development of affordable housing, working collaboratively with other boards and committees to determine the sites best-suited to this use.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Review existing available affordable housing, establish affordable housing needs, and ID goal quantity or percentage. Determine land, locations and/or neighborhoods that will not be pursued (update HPP).	Year 1	Affordable Housing Trust; Planning Dept.; Open Space Committee; Natural Resources Dept..	Planning and Zoning Boards; Natural Resources Dept.
2	ID priority/available parcels, developed properties, future developments, and neighborhoods. Create prioritized list and develop associated cost estimates for purchase/rehabilitation; ID funding sources for future development Research District Improvement Financing Program (DIF) <sup>2</sup> best practices and case studies; determine most suitable geographica area and finalize action plan.	Year 1-2	Town Admin; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
3	ID priority/available parcels, developed properties, future developments, and neighborhoods. Create prioritized list and develop associated cost estimates for purchase/rehabilitation; ID funding sources for future development.	Year 1-3	Affordable Housing Trust; Planning Dept.	Planning and Zoning Boards; Open Space Committee; Natural Resources Dept.
4	Create DIF: acquire land.	Year 2-3	Town Admin; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
5	Create DIF: construct improvements (e.g. buildings, roads, schools, parks).	Year 2-3	Town Admin; DPW; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
6	Pursue funding request for targeted parcel(s)/properties.	Year 4-5	Affordable Housing Trust; Open Space Committee; Natural Resources Dept.	Planning/Zoning Dept.; Select Board (SB); Community Preservation Committee (CPC)
7	Facilitate necessary re-designation of property via the Select Board/Town Meeting.	Year 4-5	Affordable Housing Trust	Planning/Zoning Dept.; SB; CPC
8	Create DIF: incur indebtedness.	Year 4-5	Town Admin; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
9	Create DIF: Pledge tax increments and other project revenues for repayment of debts.	Year 4-5	Town Admin; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce

<sup>2</sup>DIFs allow a community to establish funding sources for community development through a symbiotic cycle of anticipated private development and public investment. This tool enables the community to identify and capture incremental tax revenues from anticipated private investment in a specific area for the purpose of generating funds for public investment in economic development projects. DIFs do not create new or special tax assessments or increase the municipal tax rate but are rather linked to and derived from anticipated natural tax increases through market changes (MassDevelopment).

## Strategy b. Redevelop and improve existing buildings to maximize housing potential.

To effectively implement this strategy, the Town could utilize three methods: 1) Establish an historic preservation grant for low-/moderate-income households; 2) Fund adaptive reuse of existing buildings to convert to affordable/community housing; 3) Adopt motel conversion provisions in the Zoning Bylaw.

### **1) Historic Preservation Grant**

Identified as an historic preservation goal in the *2018 Eastham Community Preservation Plan* (CP Plan), Community Preservation Act (CPA) or other local funding could help improve the physical condition of existing older buildings.

Some households in need of preservation and rehabilitation in Eastham are privately owned by low- and moderate-income households. CPA funds could support a new program to provide historic preservation grants to low- and moderate-income households for exterior historic preservation projects that comply with Secretary of the Interior's Standards. Grants could be structured as deferred forgivable loans, with the loan forgiven if the homeowner continues to live in the property year-round as their principal residence for at least five years.

### **2) Adaptive Reuse Projects**

In addition, CPA and Affordable Housing Trust funds could be used to support adaptive reuse of existing buildings to create affordable and/or community housing (also as supported by the *2018 CP Plan*). Opportunities to repurpose existing buildings could also be combined with historic preservation efforts, where appropriate.

CPA funds, allocated to the Affordable Housing Trust, are also used to support the Town's Housing Emergency Loan Program (HELP Program), which allows income-qualifying homeowners to make necessary repairs to protect their homes from injury, harm, or destruction. The HELP program prevents these homeowners from forced relocation if they do not have necessary funds readily available. The funds are granted in the form of a zero-percent interest loan that is forgiven after 15 years.

To support this initiative, the Town should create and maintain an ongoing inventory of older properties in poor condition and develop a plan for rehabilitation/restoration of priority properties.

### **3) Motel-Conversion Zoning Provisions**

Eastham has a number of properties that might benefit from this type of rezoning, including older motels and small cottage colonies. Adoption of such provisions would enable the Town to proactively provide support for this type of redevelopment activity, instead of reacting to proposals that likely do not integrate affordability and other public benefits that meet local needs and priorities.

As described in the *2016 HPP*, Eastham's Zoning Bylaw does not include provisions to allow the conversion of motels into mixed-income housing—a provision which could provide a number of important community benefits. First, such a bylaw could encourage the redevelopment of older and uneconomic motels into more stable, attractive and profitable properties. Second, it would provide the economic boost needed to upgrade septic systems. Third, it would enable the Town to create permanent, year-round housing for those who are priced out of the private housing market. Many housing developments often provide affordable housing for various levels of income to cross-subsidize with market-rate units.

## ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	ID key properties to create historic preservation/affordable housing preservation program.	Year 1-2	Town Planner; Housing Trust; CPC; Historic Commission	Committees
2	Develop outreach program to potential applicants/owners to create historic preservation/affordable housing preservation program	Year 1-2	Town Planner; Housing Trust; CPC; Historic Commission	Committees
3	Create application, vetting process and guidelines to create historic preservation/affordable housing preservation program	Year 1-2	Town Planner; Housing Trust; CPC; Historic Commission	Committees
4	Seek assistance from MassDevelopment and MassWorks (financial/technical)	Year 1-5	Town Planner; Housing Trust; CPC; Historic Commission	Committees
5	Research best practices, determine area, finalize action plan and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8).	Year 1-5	Town Admin; DPW; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce

## Strategy c. Seek more opportunities to partner with private developers on privately owned sites to create affordable housing.

As described in the 2016 HPP, a major component of the Town's affordable housing strategy is continuing to work cooperatively with private developers (non-profit and for-profit). The Town has a strong track record working with developers on affordable housing, particularly non-profit developers such as the Eastham Housing Authority, Community Development Partnership, and Habitat for Humanity of Cape Cod. With incentives created in the Zoning Bylaw to promote affordable housing and with the availability of the "friendly 40B" option, the Town is in a good position to continue to work cooperatively with developers to guide new development that incorporates affordable units and smart growth principles.

## ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Research Business Improvement District (BID) <sup>3</sup> best practices and case studies; determine most suitable geographical area and finalize action plan.	Year 1-2	Town Admin; DPW; Finance Dept.; Town Planner	Planning Board; FinCom; Chamber of Commerce
2	Research best practices, determine area, finalize action plan and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8).	Year 1-5	Town Admin; DPW; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
3	Develop strategies to educate private developers on the need for affordable housing and the overall benefit to the community and logistics. Develop listing of developers to contact.	Year 3	Affordable Housing Trust	Planning/Zoning Dept.; Chamber of Commerce
4	Develop framework/procedures and strategies for working with private developers, draft Memorandum of Understanding (MOU); seek legal counsel for outstanding issues and barriers to partnerships.	Year 3	Affordable Housing Trust	Planning/Zoning Dept.; Chamber of Commerce

<sup>3</sup>BID's help to leverage private funding to catalyze urban regeneration. Property and business owners in a specified commercial area elect to make a collective contribution to maintenance, development and/or promotion of their district. This creates a reliable funding source for services, programs and other benefits such as public safety and marketing, among others, that can encourage economic activity, increased property values, and lower vacancy rates (World Bank Urban Regeneration).

#	Description	Timeframe	Responsible Entity	Supporting Entity
5	Implement education and partnering strategies, i.e. host informational forums, workshops, or begin meetings with developers to determine their barriers to creating affordable housing.	Year 3-4	Affordable Housing Trust	Planning/Zoning Dept.; Chamber of Commerce
6	Seek assistance from MassDevelopment and MassWorks (financial/technical) and other funding opportunities	Year 3-4	Affordable Housing Trust	Planning Dept.; CPC; Town Admin; SB
7	Create BID: Maintenance - street and sidewalk cleaning, snow removal, litter and graffiti removal, tourist guides.	Year 3-5	Town Admin; DPW; Finance Dept.; Town Planner	Planning Board; FinCom; Chamber of Commerce
8	Create BID: Promotion and Marketing - ID market niche, special events, brochures, advertising and newsletters; consider creating a committee.	Year 3-5	Town staff	Town Planner; Chamber of Commerce; Visitor Service Board; Committee
9	Create BID: Business Services - recruitment and retention, sign and facade programs.	Year 3-5	Town Staff; Planning/Zoning Dept.	FinCom; Chamber of Commerce
10	Create BID: Capital/Physical Improvements - streetscapes, parking, historic preservation.	Year 3-5	Town Admin; Town Planner; DPW; Finance Dept.	Historic Commiss.; Planning Board; Rec Dept.; Mass DOT; Highway Dept.
11	Submit an RFP and/or contact private companies interested in construction of units.	Year 5	Town staff	housing investors; surrounding towns

## Strategy d. Adopt Inclusionary Zoning provisions so that private market-rate development will include affordable units.

As explained in the *2016 HPP*, Inclusionary Zoning is not currently included in Eastham's Zoning Bylaw. Inclusionary Zoning is a provision that requires a developer to include affordable housing as part of a development or potentially contribute to a fund for such housing. This mechanism has been adopted by multiple communities and tends to work well in communities that have a strong housing market. It will be important to ensure that all affordable units produced through the bylaw are counted as part of the Subsidized Housing Inventory (SHI), applied through the Local Initiative Program (LIP), administered by the Department of Housing and Community Development (DHCD), if another state or federal housing subsidy is not used.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Research model bylaws/draft proposed bylaw.	Year 1-2	Town Planner; Planning Board; Building Commissioner	Planning Board
2	Workshop and public hearing with Planning Board.	Year 1-2	Town Planner; Planning Board; Building Commissioner	SB
3	Vet proposal with local developers for feasibility.	Year 1-2	Town Planner; Planning Board; Building Commissioner	SB
4	Town Meeting approval.	Year 3	Town Planner; Planning Board; Building Commissioner	Planning Board



Strategy e. Adopt architectural design guidelines for new development, particularly along the Route 6 corridor and North Eastham Village Center, to ensure resiliency by design and architecturally-compatible design.

The North Eastham District of Critical Planning Concern (DCPC) consists of approximately 280 acres in North Eastham. The district currently includes references to Cape Cod Commission design guidelines but further architectural design guidelines intended for the area are pending.

In addition, the Cape Cod Commission received a Community Resiliency by Design Grant to develop moderate-density building prototypes and a framework for form-based zoning code that focuses on the physical form of the buildings rather than land use. This work is being done to help meet the region’s existing and future housing needs. As part of this initiative, the Cape Cod Commission is working with the Towns of Eastham, Orleans, and Falmouth to develop case studies for recommended building forms. The resulting report and design principles can help the Town craft architectural design guidelines for the North Eastham DCPC to support town goals for the area.

**ACTION STEPS**

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Research model bylaws and work with stakeholders on draft form-based code using resiliency as guide.	Year 1-2	Town Planner; Building Commissioner	Planning Board
2	Host community workshop to discuss form-based code options/ideas.	Year 1-2	Town Planner; Planning Board; Building Commissioner	
3	Propose form-based code regulations at Town Meeting.	Year 3	Town Planner; Planning Board; Building Commissioner	
4	Research best practices, determine area, finalize action plan and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11).	1-5	Town Admin; DPW; Finance Dept.; Town Planner	Planning Board; FinCom; Chamber of Commerce

### 3. Strategies to improve quality of life for a diversity of residents and strengthen the community



Throughout the strategic planning process, the community indicated a concern about and desire to improve residents' quality of life and adopt ways to further strengthen community spirit and cohesion, especially to attract and retain families and younger residents as well as to support the needs of an aging population.

These strategies (3.a-e) together address the following goals:

2. *Encourage and welcome a diversity of residents.*
4. *Foster and enhance community spirit.*
6. *Provide and enhance access to public recreational resources for all people.*

#### Strategy a. Create a new community center for all ages through new construction or reuse of existing facilities.

Community centers are valuable public locations for meetings, recreation, or social activities. Community centers can also run educational and recreation programs and provide information to the general public. Throughout the strategic planning process, community members expressed the desire for a community center, which could be created through new construction or reuse of existing facilities.

#### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Assess existing resources/programs and needs/gaps.	Year 1	Town staff	Council on Aging (COA); schools; Rec Dept.
2	Create Community Center Advisory Committee - draft charge, review and approval by SB, review applications, appoint new members, develop timeline and goals.	Year 1	SB; Staff liaison (Rec Dir., Library Dir., COA Dir.)	Rec Dept.; Library; COA; Administration; SB
3	Consider property options; seek info from other communities on best practices; cost out project; assess current condition of uses of public facilities; explore regional collaboration.	Year 1-2	Town staff; SB	housing investors; surrounding towns
4	Request for Proposals (RFP) for feasibility study, award bid, contract with consultant, review/visit possible locations, discuss benefits/drawbacks of each, review draft report.	Year 2-3	Town staff	Rec Dept.; Library; COA; Administration; SB
5	Review final feasibility study, choose location for community center, prepare Town Meeting/other funding request for design/permitting, construction/retrofit cost estimates; present to SB for review and placement on warrant.	Year 3-4	Advisory Committee; Town staff	SB
6	Submit an RFP and/or contact private companies interested in construction/reconstruction of center; secure funding.	Year 4-5	Town staff	housing investors; surrounding towns

## Strategy b. Implement free or subsidized pre-K education.

Children who attend public preschool programs are better prepared for kindergarten than kids who do not. The town has one elementary schools (Eastham Elementary School) that begins in kindergarten, a regional middle school (Nauset Regional Middle School), and a regional high school (Nauset Regional High School). As the population of Eastham declines, the median age of residents has been steadily increasing. Age composition is an important indicator that housing availability, town services, or jobs may not be meeting the needs of younger individuals or families. Conclusions from the reports reviewed as part of the strategic planning process support the priority to attract a younger population for the overall well-being of the community. Among other strategies, offering free or subsidized public pre-K education could help to encourage existing families to stay and new families to move to Eastham.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Research case studies, best practices, and funding sources and develop implementation plan; consider regional collaboration.	Year 1-2	Town staff; Cape Children's Place	volunteers; committees; surrounding towns/schools
2	Secure funding and Town Meeting vote.	Year 2-3	Town staff	volunteers; committees; surrounding towns/schools; SB
3	Implement project	Year 3-5	Town staff; Cape Children's Place	volunteers; committees; surrounding towns/schools

## Strategy c. Expand recreational afterschool and other community-wide programs.

Another way to help encourage existing families to stay and new families to move to Eastham is to provide recreational afterschool and other community-wide programs. The Eastham Recreation and Beach Department already provides year-round programs and activities, including a variety of sports, drama, hiking, crafts, exercise opportunities, and guided bike rides.

In addition to providing a new recreational after-school program, the Town should evaluate existing programs and identify programs that could be expanded or added to further support families with children. Programs could be housed in a new community center as well as at the schools.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Assess existing programs and gaps/needs.	Year 1	Town staff	COA; schools; Rec Dept.
2	Create committee/working group.	Year 1	Town staff; SB	community partners; residents
3	Determine program expansions and new programs in conjunction with new community center, schools, and COA; research funding, best practices; consider regional collaboration; create implementation plan.	Year 2-3	Town staff; Committee	COA; schools; Rec Dept.
4	Implement expansions and new programs; hire new staff as needed (consider regional collaboration); continue to research and secure funding sources.	Year 3-5	Town staff; Committee	COA; schools; Rec Dept.

Strategy d. Promote public awareness of the Accessory Dwelling Unit (ADU) Zoning Bylaw to increase the number of accessory dwellings and to provide flexible living options as the needs of property owners and residents evolve over time.

The 2019, Eastham Town Meeting approved a zoning amendment aimed at increasing the supply of accessory dwelling units (ADUs) to help diversify housing options beyond single-family dwellings and to catalyze the creation of more affordable rental options. ADUs are small dwelling units that share a single-family lot with a larger primary dwelling.

ADUs can expand housing options for people of all ages, including the provision of independent living space for family members or caregivers; viable options for older adults to downsize on their own property; income sources for homeowners; and the diversification of housing stock without changing the physical character of a neighborhood.

Despite these potential benefits, when a community chooses to allow ADUs, property owners are commonly unaware of this option or need assistance on how to use the provision. Providing information to property owners can be an important step to ensure that the bylaw provisions are utilized as intended.

**ACTION STEPS**

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Determine target number or percentage of ADUs; research capacity (e.g. sewer/wastewater); determine target population/sites; research case studies; determine if any changes need to be made to zoning to encourage use/implementation.	Year 1-2	Town staff	Local housing agencies (e.g. Affordable Housing Trust; Harwich Ecumenical Council for Housing (HECH); Eastham Community Development Partnership (CDP); CPC)
2	Research best practices, determine area, finalize action plan and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8).	Year 1-5	Town Admin; DPW; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
3	Develop outreach/marketing strategy; initiate zoning changes as needed.	Year 2-3	Town staff	Local housing agencies (e.g. Affordable Housing Trust; HECH; CDP; CPC); SB; Planning and Zoning Boards
4	Consider town-initiated ADU project on public property as "example."	Year 3-5	Town staff	Local housing agencies (e.g. Affordable Housing Trust; HECH; CDP; CPC); SB; Planning and Zoning Boards

## Strategy e. Host regular and widely advertise community events for a range of participants.

The community has a variety of events such as the Hands on the Arts festival in June - run by the Town's Cultural Council - which includes a craft show, entertainment, children's activities, and food vendors. The First Encounter (non-profit organization) hosts live acoustic music and poetry regularly throughout the year at the First Encounter Coffeehouse.

Other types of events that the Town could sponsor or collaboratively support with a non-profit sponsor include a farmer's market, holiday events, and outdoor public fitness classes. These types of events can help to foster community spirit and conviviality, cultivate pride of place, and welcome new community members.

In addition, as the 400th anniversary of the First Encounter Coffeehouse approaches in 2020, the Town is planning many events and celebratory occasions to mark this anniversary under the leadership of the Eastham 400 Commemoration Committee. Although these events will be focused around this special anniversary, momentum could be leveraged to pursue ongoing events and festivals.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Develop implementation methods and determine responsible entity(ies); consider hiring staff person.	Year 1	SB; Town staff	Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board
2	Research best practices, determine area, finalize action plan and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11).	Year 1-5	Town Admin; DPW; Finance Dept.; Town Planner	Planning Board; FinCom; Chamber of Commerce
3	Determine underserved communities; create multigenerational programs to address needs of all ages in the community; collaborate with afterschool programming and new community center initiatives.	Year 2-3	Town staff; TBD	COA; schools; Rec Dept.; Planning Board; other community orgs.
4	Determine and plan successful events to meet needs and encourage community interaction, support local business and cultural opportunities; research case studies, best practices, and funding sources.	Year 3-4	Town staff; TBD	Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board; community partners (regional);
5	Create outreach plan.	Year 3-4	Town staff; TBD	Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board; community partners (regional);
6	Implement events and outreach plan, as possible/strategic.	Year 4-5	Town staff; TBD	Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board; community partners (regional);
7	Measure success of programs via entitlement programs and event/program attendance.	Year 4-5	Town staff; COA; community partners (regional)	Planning Board, Library; COA; Rec Dept.; Chamber of Commerce; Visitor Service Board; community partners (regional);



## 4. Strategies to improve safety for all modes of transportation

A safe and efficient transportation network that meets the needs of all users is an essential component for quality of life and town vibrancy. Along with land use, transportation creates the framework for how we live, work, and interact with the community. Mobility and accessibility are key components of transportation systems, which comprise the ability and ease with which someone can travel from one place to another as well as the risk and safety factors involved in each trip. As the only major thruway on the Cape, route 6's design, safety, and function (owned and maintained by MassDOT) are an ongoing challenges not only for Eastham but for the entire region. These challenges include traffic congestion, safety concerns associated with high speeds, and lack of adequate infrastructure for pedestrians and cyclists. In addition to Route 6, Eastham's local roadways are subject to similar challenges and concerns about safety and inadequate infrastructure for alternative transportation. The following studies and plans have recently been completed or are currently ongoing:

- The *Cape Cod Commission Route 6 study* (ongoing), funded by MassDOT.
- A collaborative road safety audit of the Route 6/Nauset Road/Wampum Lane intersection. MassDOT is currently working to implement a pedestrian crosswalk at this intersection as a result of this study.
- The Eastham District of Critical Planning Concern, which is designed to foster a pedestrian-focused core commercial center (2018).
- The *Eastham Complete Streets Prioritization Plan* (ongoing), which guides the use of local and MassDOT funds for multimodal transportation improvements.
- The *Cape Cod Commission Regional Transportation Plan* (2019)

These strategies (4.a-c) together address the following goal:

3. *Improve travel experience for all users.*

### Strategy a. Redesign Route 6 to improve safety and reduce speeds by implementing the recommendations of the Route 6 Corridor Study.

The Cape Cod Commission, in coordination with MassDOT and Eastham Town staff, is currently conducting a Route 6 corridor study. The objective of the study is to develop alternatives that will provide safe and convenient access for all users of the roadway system. This project area includes the Eastham corridor from Old Orchard to the Wellfleet town line. The Town should continue to work closely with the Cape Cod Commission and MassDOT to assess and prioritize the most essential needs for this corridor, and should support implementation however possible over the next five years.

#### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Designate people (Town staff and state) to coordinate objectives, responsibility, and collaboration.	Year 1	DPW; Town staff	
2	Research collaboration case studies, best practices, funding opportunities, etc.	Year 1	DPW; designated Town staff	
3	Determine top priorities from study and create work plan with MassDOT.	Year 1-3	DPW; designated Town staff	Planning and Zoning Boards; SB
4	Research best practices, determine area, finalize action plan and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8).	Year 1-5	Town Admin; DPW; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
5	Research best practices, determine area, finalize action plan and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11).	Year 1-5	Town Admin; DPW; Finance Dept.; Town Planner	Planning Board; FinCom; Chamber of Commerce

#	Description	Timeframe	Responsible Entity	Supporting Entity
6	Seek assistance from MassDevelopment and MassWorks (financial/technical).	Year 1-5	DPW; designated Town staff	
7	Think regionally about risks associated with flooding at the rotary on the Eastham-Orleans line: evaluate and address access and safety concerns.	Year 2-5	DPW; designated Town staff	surrounding communities; MassDOT
8	Support implementation.	Year 3-5	DPW; designated Town staff	Planning and Zoning Boards; SB

## Strategy b. Create connectivity between businesses on Route 6 to minimize vehicular activity between adjacent businesses.

Isolated access points, excessive curb cuts between businesses, and on-road traffic can all significantly impact traffic congestion and travel experience and pose safety risks to vehicles and pedestrians. To reduce the effects of vehicles entering and exiting along Route 6, Eastham should consider opportunities for shared gateways between two or more businesses, frontage roads or additional turning lanes, where possible. These efforts should be focused in strategic areas such as the District of Critical Planning Concern (DCPC) and should be integrated with multimodal and traffic calming improvements, such as bump-outs, visibility paint, crossing signals and crosswalks, among others. The Town will need to work closely with MassDOT and the Cape Cod Commission to develop the most appropriate strategies. Improvements may be achieved in a piecemeal way or through designated reconstruction projects.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Prioritize business-concentrated areas of Route 6 for transportation improvements; Assess, incorporate, and prioritize Complete Streets priorities and mechanisms in development and transportation improvement projects to ensure connectivity and safety.	1-2	Town staff; Planning Dept.; Highway Dept.; DPW; Chamber of Commerce	MassDOT
2	Research best practices, determine area, finalize action plan and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8).	Year 1-5	Town Admin; DPW; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
3	Seek assistance from MassDevelopment and MassWorks (financial/technical).	Year 1-5	DPW; designated Town staff	
4	Research best practices, determine area, finalize action plan and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11).	Year 1-5	Town Admin; DPW; Finance Dept.; Town Planner	Planning Board; FinCom; Chamber of Commerce
5	Revise zoning/design regulations to manage connectivity and curb cuts in specified areas such as the DCPC.	2-3	Planning/Zoning Dept.	Highway Dept.; MassDOT

## Strategy c. Improve traffic safety town-wide by implementing Complete Streets initiatives in key locations, including requiring road construction to include multimodal infrastructure and traffic calming measures.

Eastham adopted its Complete Streets Policy in 2017. Complete Streets is a nationwide movement, created and promoted by Smart Growth America, to foster inclusive, efficient and safe transportation networks for all people and all types of transportation. The program is designed to help communities restructure their transportation systems, primarily through Transportation Improvement Projects (TIPs), to improve accessibility, and to meet the needs of single-occupancy vehicles (SOVs), alternative/active transportation, public transit, and safety and freight vehicles. Complete Streets is also designed to reduce traffic congestion and improve safety through traffic calming measures such as road curves, speed bumps, curb bumpouts, pedestrian crosswalks, and signage and visibility tools, among others.

Eastham's *Complete Streets Prioritization Plan* was approved by MassDOT in March 2019. The Plan will grant the Town access to additional funding from the state for implementation. The Town should assess and prioritize the findings and recommendations of the plan to develop a realistic five-year implementation plan. Many communities choose to establish a Complete Streets Committee to oversee and monitor Complete Streets goals and initiatives, which may help Eastham effectively achieve this strategy. The Town will also need to discern the most appropriate strategy for Complete Streets Implementation, including a piecemeal approach through predetermined TIP's (required by the Town's Complete Streets Policy), or to additionally pursue designated reconstruction projects for this specific purpose.

### ACTION STEPS

#	Description	Timeframe	Responsible Entity	Supporting Entity
1	Assess current and potential initiatives and needs; explore and ID connections between key facilities; create prioritization plan, incorporating Complete Streets, traffic calming, pedestrian safety, etc.	1-2	DPW; Highway Dept.; Planning Dept.	SB; Town staff; MassDOT
2	Seek assistance from MassDevelopment and MassWorks (financial/technical).	Year 1-5	DPW; designated Town staff	
3	Research best practices, determine area, finalize action plan and create District Improvement Financing Program (DIF): see Action Steps 3,4,5,8, and 9 of Strategy 2.a (page 8).	Year 1-5	Town Admin; DPW; Finance Dept.; SB; Town Planner	Finance Committee (FinCom); Chamber of Commerce
4	Research best practices, determine area, finalize action plan and create Business Improvement District (BID): see Action Steps 1 and 7-10 of Strategy 2.c (pages 10 & 11).	Year 1-5	Town Admin; DPW; Finance Dept.; Town Planner	Planning Board; FinCom; Chamber of Commerce
5	Initiate Transportation Improvement Projects (TIP) according to prioritization plan.	Year 3-5	DPW; Highway Dept.	SB; Town staff; MassDOT



## Five-Year Action Plan (By Strategy and Action)

Strategy (1)	Action	FY20	FY21	FY22	FY23	FY24	Responsible Entity(ies)
1.a Define and implement wastewater solutions to protect critical water bodies.	Action 1						Consultant; Dept. of Health & Env.
	Action 2						Dept. of Health & Env.
	Action 3						Dept. of Health & Env.
	Action 4						Dept. of Health & Env.
	Action 5						Dept. of Health & Env.
	Action 6						Dept. of Health & Env.
	Action 7						Dept. of Health & Env.
	Action 8						Consultant; Dept. of Health & Env.
	Action 9						Consultant; Dept. of Health & Env.
	Action 10						Board of Health
1.b Increase and protect wildlife habitat value of existing open space...	Action 1						Open Space Committee
	Action 2						Open Space Committee
	Action 3						Open Space Committee
	Action 4						Open Space Committee; Town Staff
	Action 5						Town staff
	Action 6						Town staff
1.c Protect key parcels for conversion to protect municipal water supply and enhance community resilience.	Action 1						Open Space Committee
	Action 2						Open Space Committee; Natural Resources Dept.
	Action 3						Open Space Committee; Natural Resources Dept.
	Action 4						Planning Dept.; Building Dept.; Health Dept.; Natural Resources; Police; Fire; DPW
1.d Reduce municipal use of non-renewable energy sources...	Action 1						DPW
	Action 2						Planning Dept.; DPW; Green Committee
	Action 3						DPW

Strategy (2)	Action	FY20	FY21	FY22	FY23	FY24	Responsible Entity(ies)
2.a Make suitable land available for affordable housing.	Action 1						Affordable Housing Trust; Planning Dept.; Open Space Committee; Conservation Commiss.; Natural Resources Dept.
	Action 2						Affordable Housing Trust; Planning Dept. Town Admin; Finance Dept.
	Action 3						Affordable Housing Trust; Planning Dept.
	Action 4						Town Admin; Finance Dept.; SB; Town Planner
	Action 5						Town Admin; DPW; Finance Dept.; SB; Town Planner
	Action 6						Affordable Housing Trust; Open Space Committee; Natural Resources Dept.
	Action 7						Affordable Housing Trust
	Action 8						Town Admin; Finance Dept.; SB; Town Planner
	Action 9						Town Admin; Finance Dept.; SB; Town Planner

2.b Redevelop and improve existing buildings to maximize housing potential.	Action 1						Planning Dept.; Affordable Housing Trust; CPC; Historic Commiss.
	Action 2						Planning Dept.; Affordable Housing Trust; CPC; Historic Commiss.
	Action 3						Planning Dept.; Affordable Housing Trust; CPC; Historic Commiss.
	Action 4						Planning Dept.; Affordable Housing Trust; CPC; Historic Commiss.
	Action 5						Town Admin; DPW; Finance Dept.; SB; Town Planner
2.c Seek more opportunities to partner with private developers to create affordable housing.	Action 1						Town Admin; DPW; Finance Dept.; Town Planner
	Action 2						Town Admin; DPW; Finance Dept.; SB; Town Planner
	Action 3						Affordable Housing Trust
	Action 4						Affordable Housing Trust
	Action 5						Affordable Housing Trust
	Action 6						Affordable Housing Trust
	Action 7						Town Admin; DPW; Finance Dept.; Town Planner
	Action 8						Designated Town staff
	Action 9						Town Staff; Planning/Zoning Dept.
	Action 10						Town Admin; Town Planner; DPW; Finance Dept.
	Action 11						Designated Town staff
2.d Adopt Inclusionary Zoning provisions so that private market-rate development will include affordable units.	Action 1						Planning Dept.; Planning Board; Building Commissioner
	Action 2						Planning Dept.; Planning Board; Building Commissioner
	Action 3						Planning Dept.; Planning Board; Building Commissioner
	Action 4						Planning Dept.; Planning Board; Building Commissioner
2.e Adopt architectural design guidelines for new development...	Action 1						Planning Dept.; Planning Board; Building Commissioner
	Action 2						Planning Dept.; Planning Board; Building Commissioner
	Action 3						Planning Dept.; Planning Board; Building Commissioner
	Action 4						Town Admin; DPW; Finance Dept.; Town Planner

Strategy (3)	Action	FY20	FY21	FY22	FY23	FY24	Responsible Entity(ies)
3.a Create a new community center for all ages...	Action 1						Designated Town staff
	Action 2						SB; staff liaison - Rec. Dir., Library Dir., COA Dir.
	Action 3						Designated Town staff
	Action 4						Town staff
	Action 5						Advisory Committee; designated town staff
	Action 6						Designated Town staff

3.b Implement free or subsidized pre-K education.	Action 1						Designated Town staff; Cape Children's Place
	Action 2						Designated Town staff
	Action 3						Designated Town staff; Cape Children's Place
3.c Expand recreational afterschool and other community-wide programs.	Action 1						Designated Town staff
	Action 2						Designated Town staff; SB
	Action 3						Designated Town staff; Advisory Committee
	Action 4						Designated Town staff; Advisory Committee
3.d Promote public awareness of the Accessory Dwelling Unit zoning bylaw...	Action 1						Designated Town staff
	Action 2						Town Admin; DPW; Finance Dept.; SB; Town Planner
	Action 3						Designated Town staff
	Action 4						Designated Town staff
3.e Host regular and widely advertise community events for a range of participants.	Action 1						SB; Designated Town staff
	Action 2						Town Admin; DPW; Finance Dept.; Town Planner
	Action 3						Designated Town staff; TBD
	Action 4						Designated Town staff; TBD
	Action 5						Designated Town staff; TBD
	Action 6						Designated Town staff; TBD
	Action 7						Designated Town staff; COA; community partners (regional)

Strategy (4)	Action	FY20	FY21	FY22	FY23	FY24	Responsible Entity(ies)
4.a Redesign Route 6 to improve safety and reduce speeds...	Action 1						DPW; Designated Town staff
	Action 2						DPW; Designated Town staff
	Action 3						DPW; Designated Town staff
	Action 4						Town Admin; DPW; Finance Dept.; SB; Town Planner
	Action 5						Town Admin; DPW; Finance Dept.; Town Planner
	Action 6						DPW; Designated Town staff
	Action 7						DPW; Designated Town staff
	Action 8						DPW; Designated Town staff
4.b Create connectivity between businesses on Route 6 to minimize vehicular activity between adjacent businesses.	Action 1						Designated Town staff; Planning Dept.; Highway Dept.; DPW
	Action 2						Town Admin; DPW; Finance Dept.; SB; Town Planner
	Action 3						DPW; Designated Town staff
	Action 4						Town Admin; DPW; Finance Dept.; Town Planner
	Action 5						Planning/Zoning Dept.
4.c Improve traffic safety town-wide by implementing Complete Streets initiatives...	Action 1						DPW; Highway Dept.; Planning Dept.
	Action 2						DPW; Designated Town staff
	Action 3						Town Admin; DPW; Finance Dept.; SB; Town Planner
	Action 4						Town Admin; DPW; Finance Dept.; Town Planner
	Action 5						DPW; Highway Dept.