



Local Comprehensive Plan Committee Agenda

Tuesday, August 9, 2022 – 10:00 am

Truro Public Library
Community Room
7 Standish Way
North Truro, MA 02652
www.truro-ma.gov

Open Meeting

Public Comment Period

The Commonwealth's Open Meeting Law limits any discussion by members of the Board of an issue raised to whether that issue should be placed on a future agenda. Speakers are limited to no more than 5 minutes.

Minutes:

- ◆ Assignment of Today's Minutes
- ◆ Approval of Minutes: May 4, 2022, June 28, 2022
- ◆ Outstanding Minutes: None

Planner Update

Community Vision/Growth Policy – Sharon Rooney

- ◆ Discussion of development of draft community vision/growth policy and goals

Next Meeting Date: Discussion

Adjourn

TOWN OF TRURO
8:36 AM

AUG 03 2022

RECEIVED
TOWN CLERK

NS

LOCAL COMPREHENSIVE PLAN COMMITTEE

Minutes May 4, 2022

Attending: Chris Clark – Chair, Sue Areson – Vice Chair, Ellery Althaus, Claudia Tuckey, Steve Sollog – members; Barbara Carboni – Town Planner & Land Use Counsel; Sharon Rooney Consultant; Darrin Tangeman – Town Manager; Kelly Clark – Assistant Town Manager

Absent: Eric Jansen, Mara Glatzel

Barbara Carboni read meeting information

Steve Sollog chaired meeting

Approval of Minutes of April 11 ,2022

- Amend – Election of vice chair postponed to after Town Elections May 10, 2022
- Moved as amended – Sue Areson; Second Ellery Althaus
- Aye: Steve Sollog, Ellery Althaus, Sue Areson, Claudia Tuckey, Chris Clark

Minutes for Today – Ellery Althaus

Planner Update:

- April 19- joint meeting of Boards & Committees involved in developing the Town Wide Survey – Economic Development Committee, Housing Authority, LCPC, Walsh Property Community Planning Committee
 - o Review draft report on survey results developed by Sharon Rooney including demographics of respondents and responses to questions
 - o Good discussion on how the committees can work together on their various projects in a coordinated way including outreach and avoiding survey fatigue
 - o Sharon Rooney –
 - Responding to requests for some changes to PowerPoint, should be available shortly
 - Was agreement to wait to post survey results until Summary type document can be prepared – why survey created etc. Chris Clarke & Paul Wisotsky – co-chair of WPCPC working on that document
 - Survey results, raw data, to be sent to committee chairs to review as soon as personal information is removed
 - Plan is to have Summary Document and results posted on town website after Town Meeting
 - Question of whether families with school age children were underrepresented in survey results

GIS Mapping: Sharon Rooney –

Showed Commercial Property map prepared for Carol Ridley & Economic Development Committee

- Shows both undeveloped & developed commercial land in Truro
- Includes square footage of heated space in each district

Tighe & Bond developed GIS map of Truro and this is one of the layers that will be available. The map will be part of the LCPC.

Stakeholder Events – Sharon Rooney & Barbara Carboni

Presentation of draft schedule of stakeholder events

- Steps to go from idea to actual events
- Visioning Events
 - Resources to use in visioning work
 - Maps, data, resource maps
 - Past vision statement
 - Photos, request for more photos
 - BC – Does this group want to spend some time formulating some questions for the event
- Summer
 - “Pop Up Events”
 - Postcards – way to get input on specific questions, follow up
- Fall
 - Focus Groups/Interviews on specific topics
 - T & B preparing summary info on specific areas to generate further discussion
- DRAFT Schedule
 - Stakeholder/public workshops June 6-17
 - School Events June 6-17
 - Pop Up Events – July 4-Aug 26
 - Focus Groups – September/October
- Questions
 - In person/virtual/both
 - Who to facilitate T & B, LCPC, other committees?
 - Combine stakeholders & public?
 - What platform to use Bang the Table, Town Website?
 - Staffing?
 - Scheduling?
 - Material?

Discussion

- Working Truro residents pretty unavailable until later in September
- Should do at least 1 focus group in the summer to capture part time residents
- Pop Up Events – specific suggestions in last meetings minutes
 - Need volunteers
 - What helps get people there
 - Food, childcare
- Both online and in person but NOT hybrid
- Not realistic to have large scale visioning event before the fall – focus on pop ups & postcards
- Many seniors more likely to look at something in print not online
 - COA newsletter & other info
 - Material to Outreach Coordinator, Meals on Wheels
- Decision to focus on postcards focused on developing community vision statement as initial means of outreach and connect with existing events – Farmer’s Market, School, COA etc.
 - Kelly Clark – postcard questions easy to text out and get text back
 - Sir Speedy has capacity to mail on behalf of town –
- Discussion of potential postcard questions. Chris, Barbara & Sharon will develop drafts to go out to committee to bring feedback for final version at next meeting

Dates for Potential Virtual Event – Tentative Date: Thursday June 23 – 6:30 pm

Next Meeting Tuesday May 24, 10 am finalize cards

Thank you from Steve Sollog

Thank you to Steve from board members

Vote to adjourn

Motion Sue Areson, second Chris Clark

Aye: Steve Sollog, Ellery Althaus, Sue Areson, Claudia Tuckey, Chris Clark

Respectfully Submitted

Anne Greenbaum

LOCAL COMPREHENSIVE PLAN COMMITTEE

LCPC minutes for June 28, 2022

The meeting was called to order at 10:05.

Members unanimously approved the minutes of June 7, 2022. (May 4, 2022 minutes have yet to be approved.)

Postcards: Chris Clark reported that only 4 postcards have been returned so far. Claudia Tuckey will get a box and cards to the Council on Aging. Mara Glatzel will pick up any cards returned from the backpack mailing at Truro Central School. Anne Greenbaum will get cards to clients of the Truro Food Pantry. Barbara Carboni will look into having the LCPC cards and box at Town Hall moved into the vestibule, where it will be more visible. Anne and Mara will make a plan for pickup of the cards.

Members discussed whether to create one card with all three questions – to get three answers from the same respondent – but they decided against changing the format.

Other topics:

- Mara Glatzel asked again for a specific page on the Truro website where people can keep up to date on the LCPC's activities and see any information the group has collected, such as the survey.
- Barbara Carboni said that Chris Clark and Paul Wisotzky are working on how to present the survey data.
- How and when should information from the LCPC be shared with other committees. (Mara G. reported that at one point, LCPC members were each assigned to reach out to various committees.)
- Chuck Steinman said the Historical Commission wants to be part of the process.
- Bob Panessiti said we have a good idea of what townspeople want, through their survey answers and their actions at Town Meetings.
- Barbara C. reported that the housing forum, hosted by the Housing Authority's consultant, and the Economic Development Committee's summit were well-attended.
- Barbara C. said the Request for Proposals for a master planner for the Walsh committee are under review and a planner would be hired soon.

Election of officers: Members discussed various committee roles and availability, after which Sue Areson nominated Mara Glatzel to serve as chair. Chris Clark seconded and the appointment was unanimous. Mara G. nominated Ellery Althaus as vice chair, seconded by Sue Areson and the vote was unanimous.

Vision statement: Sharon Rooney shared vision statements from Provincetown, Brewster and Sandwich for their Local Comprehensive Plans. She provided a copy of Truro's vision statement contained in the previous plan. She proposed an exercise for members on creating a vision statement, but it was put off until the next meeting due to time constraints.

Members agreed to meet in person at either the Community Center or the library (depending upon availability) for a working session on the vision statement. That meeting will be Tuesday, July 19 at 10 a.m.

The meeting was adjourned at 11:40 a.m.

Respectfully submitted, Susan Areson

POSTCARD INFORMATION

8/3/2022 11:14

SITE INFORMATION		RESIDENT STATUS INFORMATION							
FM	Farmers Market	FT	Full time resident						
COA	Council on Aging including Food Pantry	PT	Part Time resident						
FP	Food Pantry	WIT	Work in Truro						
L	Library	V	Visitor						
TH	Town Hall								
#		FT	PT	WIT	V	FT/WIT	Blank		
1	65	41		5	5	5	4	5	65
2	68	44		5	4	5	4	6	68
3	69	49		7	5	4	2	2	69

Q1 WHAT WORD OR PHRASE BEST DESCRIBES TRURO TODAY?
RESPONSE
A town where a small faction of citizens are trying to control the land & build bigger & that "they" feel is better
Beautiful, Quaint
Unspoiled
Beautifully rural
Beautiful. Spaise.
Unaffordable
Not a healthy, functioning town with housing appropriate for all, services & proper commercial tax base
peaceful, beautiful home. Sadly, unaffordable for too many locals. Some zoning changes would do wonders!
Too Rural
Home to me. All works well
Blank
Rural
Beautiful
Congested
Too crowded
Quiet
Too wealthy, no community
Right track
Busy
Friendly & clean
expensive
Mixed up
Great COA & library
Noisy
wonderful
A lovely quiet place to live that has some interesting things to do & businesses to go to
isolation
Beautiful.
beautiful but exclusive
More seniors than juniors
Increasingly over priced <u>yet</u> full of people who love this place
Small town without a small town vibe
Bad government - care nothing about seniors
Behind the times - (resting on laurels). Not sufficiently forward looking. Too reliant on property taxes for town income. In need of vibrancy - economic, social, artistic
Unevern/crazy realy estate. <u>Best in Winter</u>
Rural
Rural
Best place for the elderly

Q1 WHAT WORD OR PHRASE BEST DESCRIBES TRURO TODAY?

Rural

Quiet, full of interesting people. Fragile resources. Big fights over very small pieces of pie!

Beautiful - off season. Too crowded - summer.

Stagnant

The most rural town on Cape Cod

One of the last, best towns on Cape Cod for rural character

Growing

Part of God's heaven, need help with rest

Rural environment

TRURO RURAL

Safe for children to learn & grow

expensive!

Divided & with 3 members of the Select Board setting an ugly, anti-part timer, non-inclusive tone. I've thought often of tselling & moving because of this tone.

An idyllic escape from the real world

Quiet small town

RURAL That's why we live here. Love National Seashore. Love hiking on Bearberry trail. Love Pilgrim Springs. Love the most beautiful beaches on the Cape. Long Nook! Long Nook Road is our favorite, it's quintessential Cape Cod. We support Truro Conservation Trust! We have been living here in the summer for 17 years after part-time in Wellfleet. We understand others want to live here. But SO many houses have been built on our road/neighborhood. We always say, "Truro is for Sale" Good but would like growth the slow down or stay manageable

best beaches

Good social services

Aging, great cultural/rec offerings. Forward thinking on fitting Puma Park with workout circuit

A beautiful area with a great art center (Castle Hill & Edgewood) It is too dangerous for bikers to go on Rt 6. Please count me as in favor of a dedicated bike lane

Old Cape Cod

Exclusive

Small town life at its best

environment, nature, beautiful

Natural, not overly developed like up in Chatham etc

Wonderful

A community of caring people who value reciprocity and simplicity

Q 2 WHAT WORD OR PHRASE BEST DESCRIBES YOUR VISION FOR THE FUTURE OF TRURO?

RESPONSE

Ecological preservation

Continue as is

more affordable places for people live

one that doesn't look like all the other towns on the Cape

Keep it rural

Progressive, inclusive, diverse year-round community

a place where workers can afford to live

A real town, filled with families, kids, walking people who can afford to share this paradise

A real town, not a retirement village or summer vacation theme park

A town where locals & tourists and 2nd home owners live in harmony & it echos through the towns every aspect

Affordable housing so young people can stay in Truro

An aquatic center at the Walsh property for juniors & seniors

Better planning for housing

Diverse, Year-round, thriving

I'd like to see more interaction between the generations/neighbors & activities to bring people together

Keep it rural

Keep it rural and use some of the land for affordable housing.

less traffic on 6A

mix of housing for all community members, mid moderate housing. Only town manager with salary of \$180K+ can afford a \$500,000 house in Truro. Police \$70K+, Fire \$70K+, DPW \$70K+ do not qualify for low income housing

More diverse

More locals, more housing

more services for seniors

more social events other than library

Natural

Not a vice place to live or work

Not good - we will probably not stay, housing too expensive

on the right path

Peaceful

Peaceful

Prosperous

Quiet

Rural

Rural with more affordable housing & rentals, but more of a modular feel. The one that was in dispute in N Truro is too high & too dense

Rural with needs met

Safe, peaceful, efficient

same

Q 2 WHAT WORD OR PHRASE BEST DESCRIBES YOUR VISION FOR THE FUTURE OF TRURO?

So much potential that is currently unfulfilled. But...could be positioned as "the quiet cape town - that preservess its rural/historic character, but with all modern conveniences like good internet, coffee shops, grocery store, efficient and friendly town government, clean & well-staffed beaches, safe roads, arts, good biking & hiking - a welcoming place that is modern but with rural character. That means - not going back to some old idea of what Truro was- we cannot go back.The town needs a clear value proposition for residents & summer visitors.

Sustainable, ecologically minded, community of year round diverse residents

the one place that constantly evolves to an open society where all love as acceptable

Future - Hope

Environmentally sensitive rural unique community

Care of it's residents

Hopeful

No more growth. Our resources are already strained. We pollute ourselves BUT a wider range of housing options

Limited development to insure we don't make the same mistakes other towns have made.

RURAL

Conservation

more families, year round housing, less vacation homes

Keep Town's character & aesthetics!!

Retain Truro's aesthetics & rural character

A growing community which can keep the public school, & improve the infrastructure needed in town.

Housing for long term older residents who need co-housing & other forms

Keep it rural

Rural Environment

emphasizing what unites us & not divides us. Inclusion & diversity

inclusive for all age groups, incomes, etc.

Minimal commercialization & commercialism

Remain rural, no over-built, with water resource preserved & protected & with town gov't representing all community members

NOT PTOWN

Rural, let's keep it that way please!

affordable

Dynamic & progressive

environment

Love being in Ptown right "next door". Hope Truro continue to invest in rec & expanding programs further

I enjoy Truro because it has stayed natural & isn't built up

Community

Lovely as is, change welcome but only with judicious planning

Some updating,; septic, trails. Keeping existing businesses plus any updating; reasonable, up to code

The future of Truro looks very exciting, increase in population.

Q 3 Do you want Truro to have a town center providing a mix of business, residential & municipal uses? If so, why?

RESPONSE

Not (need help reading card)

No. Keep it rural

Yes. Options are so limited, especially in the off season

Yes, for better year round living

YES

Yes, definitely

No, too busy

Fine the way Truro is

NO. Stop destroying Truro. The last truly rural town ruined.

that would be nice, but difficult

YES - perhaps it would draw Tradesmen

YES

Yes

Yes

I don't think it's necessary

Where?? Mixed housing for young & old with moderate incomes. Town center where elders can walk.

Intermix of generations good for old

It would bring people tonight

No, I like it just the way it is

Not especially, I like it quiet

Not sure what this means a center w/ housing for all ages & financial levels working to schools/markets public transport

NO

A mix

No

yes, provides a center

Not sure

yes

No

No - too busy already

Truro has 2 town centers, north & south with a mix of business & municipal use

no

Yes. A small center would be an asset to the town

NO

Truro already has several centers

It really depends on the details. We kind of have that in N. Truro (though the intersection is AWFUL - needs to be a 4 way stop - & we need sidewalks)

Could this be forced? Would be nice, but is it sustainable as a yearround possibility? It would be great if there were more places to interact with your neighbors.

NO -creates too many problems. Traffic etc

Q 3 Do you want Truro to have a town center providing a mix of business, residential & municipal uses? If so, why?

ABSOLUTELY! This is sorely missing in Truro - as a service to residents & a draw to tourists. Truro loses tax revenue (sales) because we all must go to Wellfleet & Ptown for basic goods - hardware, grocery, pharmacy, coffee, café etc. Truro needs a person focused on economic/business development - and become business friendly. Outreach to successful cape small businesses to entice them to open outlet in Truro (e.g. Snowy Owl, Seatown books, Hole in One Bakery) Assist with location - finding, streamline licensing, provide grants to Truro resident entrepreneurs to start new businesses, allow/provide permits for pop-up business & food trucks - which is how many fledgling stores get started. Will need to sponsor/subsidize to get it going & create critical mass to reduce risk for others.

No We have the Library & Community Center & P.O. & transfer station, school, church community

NO!

Yes. We need economic growth to support the year-round population & taxes, and the high-income folks who want more services

NO, NO, NO Keep things spread out, diversify

Yes, convenience

Not so much. Leave well enough alone. Growth is not always a healthy endeavor

No, our current set-up prevents congestion and lets us appreciate different aspects of town

Yes! It would be wonderful to have more of a community feel and increase businesses. Truro needs more spots where all ages can gather, do business and live

Ridiculous! NO!

NO WAY

Why when I can go to Ptown

Yes, if it stays within the current character

I like it how it is

NO, ITS NOT NEEDED!! TOO URBAN, TOO MUCH CONGESTION

NO

NO

No, want it to stay rural

NO! It's the path for suburbanization

Yes, as Wellfleet does

NO

No, its current set up is what makes it character

Small centers are ideal!

Ha, Ha! We have 4 "centers!" Truro has a few "centers. I think of Jams & Post Office as the one nearest me. It would be cool to have some apartments there but it's congested already. The next center is near Salty Market/Post Office. Again, yes it would be great to have residences, easy access to Bus. Aren't there some apartments being planned? I realize people are warned about their water supply. Another "center" I go to frequently is the library, TCC and Puma Park. I see/know there are apartments next to that center, concerts on Thurs night - community. No businesses, though. Last "center" Hillside Farmstand, Box Lunch, etc. Wish apartments went in there instead of ugly storage facilities! School & lots of businesses & restaurants

DAngerous making left turn here.

There needs to be a real center with community feel!

Yes - I think it is important in winter (I live year round on the Outer Cape) & would patronize businesses.

Q 3 Do you want Truro to have a town center providing a mix of business, residential & municipal uses? If so, why?

LEAVE IT ALONE!

Yes, for a healthy community

Yes, community together

Yes. Monday mornings with the famers market is such a lovely & collective environment. The community truly shines.

Yes, of course. Speaks to diversity

Yes. Provide more jobs and support local grown & business

Every town needs a HEART. A town center provides easy access to many businesses

OTHER COMMENTS
RESPONSE
The trashing of Committee members by Selectmen/women during public meetings is appalling, unprofessional & obnoxious!

Truro LCPC Meeting – Visioning Exercise

Purpose of the exercise: To initiate discussion by LCPC members on potential themes to include in a draft vision statement and growth policy.

Overall Goal: To develop an initial draft vision statement and growth policy that may be refined in subsequent meetings and as additional input is received through public outreach over the summer months.

Schedule: Draft Vision and Growth Policy completed by 7/30/22

1) What phrase or words best describe what you value most about Truro?

Each LCPC member will take a turn responding, going around the group for up to five rounds; you may pass when it comes to your turn if you can't think of any response

Prompts: natural characteristics, built environment, people, places

ANSWER CHOICES	RESPONSES	
Sense of community/ small- town feel	58.43%	357
Open space/ natural environment	87.56%	535
Arts and Culture	38.46%	235
Rural character	67.92%	415
Coastal character	86.74%	530
Schools	11.95%	73
Town services or facilities	23.24%	142
Recreation	29.95%	183
Total Respondents: 611		

Beauty

Quiet

Low-density
Local Businesses
Nature Environment
Preservation
Town Services
Historical Resources
Scenic Resources
Beaches
Recreation
Sense of Community
Schools
Arts & Culture
Coastal Character
Rural Character
Open Space

2) What word or phrase best describes your vision for the future of Truro?

3) Growth – what kinds of growth do you think are needed, if any, in town?

ANSWER CHOICES	RESPONSES
Affordable housing	61.87%
Market rate housing	20.95%
Housing for seasonal workers	55.16%
Single-family residential	14.89%
Multi-family residential	21.93%
Senior housing	32.08%
Retail	15.06%
Agriculture	31.75%
Commercial business	14.89%
Industrial	0.98%
No growth	23.40%
Other (please specify)	11.29%

4) What infrastructure, if any, do you think is needed to support future growth?

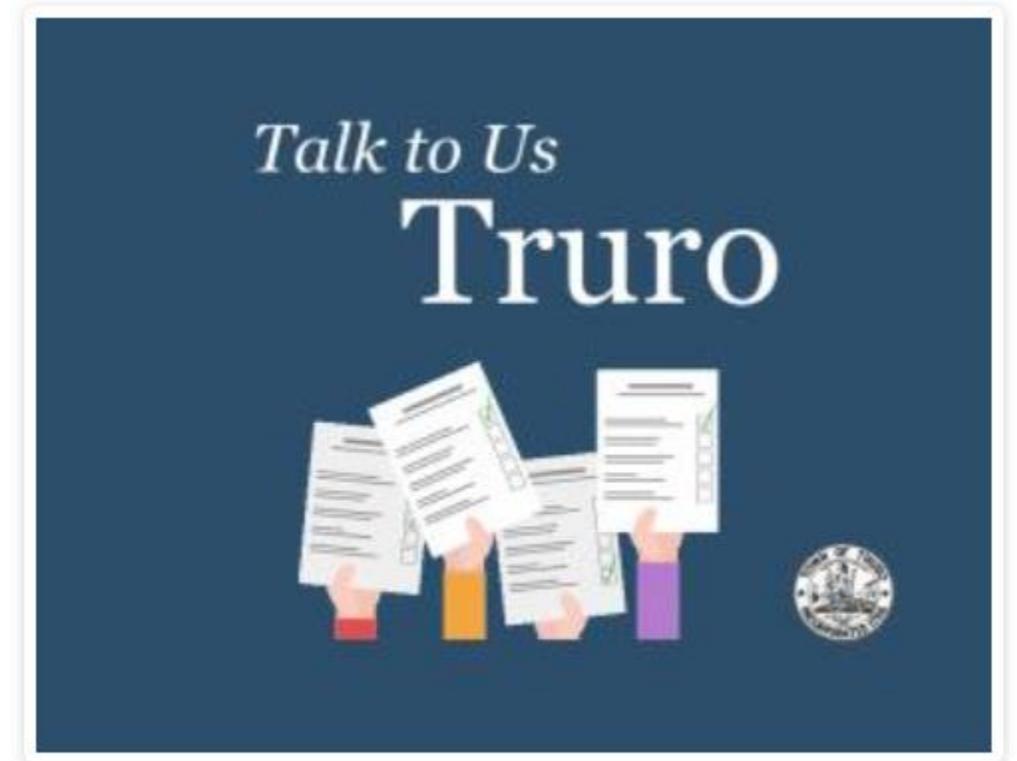


Truro Community Input

2022 SURVEY RESULTS

Purpose of Survey

- Input on overall community vision for LCP
- Input on key issues:
 - Economic development
 - Walsh property
 - Housing



Contributors

Town Staff

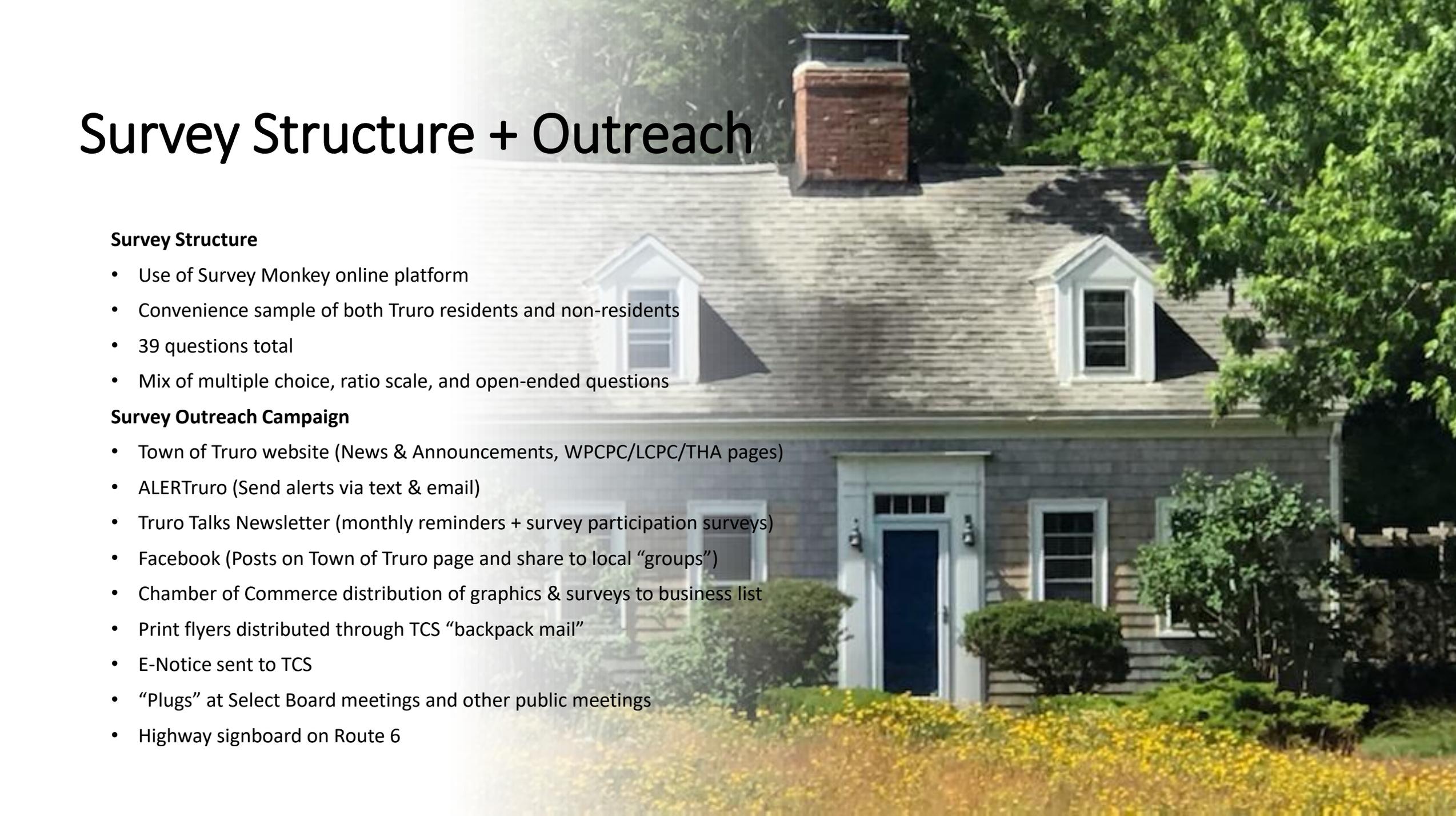
Town Committee Chairs

- Local Comprehensive Plan
- Walsh Property
- Housing Authority
- Economic Development

Tighe & Bond, LCP consultant



Survey Structure + Outreach



Survey Structure

- Use of Survey Monkey online platform
- Convenience sample of both Truro residents and non-residents
- 39 questions total
- Mix of multiple choice, ratio scale, and open-ended questions

Survey Outreach Campaign

- Town of Truro website (News & Announcements, WPCPC/LCPC/THA pages)
- ALERTruro (Send alerts via text & email)
- Truro Talks Newsletter (monthly reminders + survey participation surveys)
- Facebook (Posts on Town of Truro page and share to local “groups”)
- Chamber of Commerce distribution of graphics & surveys to business list
- Print flyers distributed through TCS “backpack mail”
- E-Notice sent to TCS
- “Plugs” at Select Board meetings and other public meetings
- Highway signboard on Route 6

Survey Responses

A Snapshot

- Opened October 2021; Closed January 2022
- 611 Total Respondents (n=611)
- 46% of questions were answered by all respondents, no skips
- Response numbers wane as the survey progresses, especially for responses requiring fill ins – typical response pattern



Data Analysis

Overview of Process

- Review for recurring themes
- Analysis of open-ended comments for themes, pro/con sentiment
- Additional analysis through word clouds for frequently used words



Respondent Demographics

Residency

- 58.43% year-round
- 35.52% part-time
- 9.33% Truro business owners
- Other: school families, renters, ties to Truro

Homeownership

- 85.43%

Employment Status

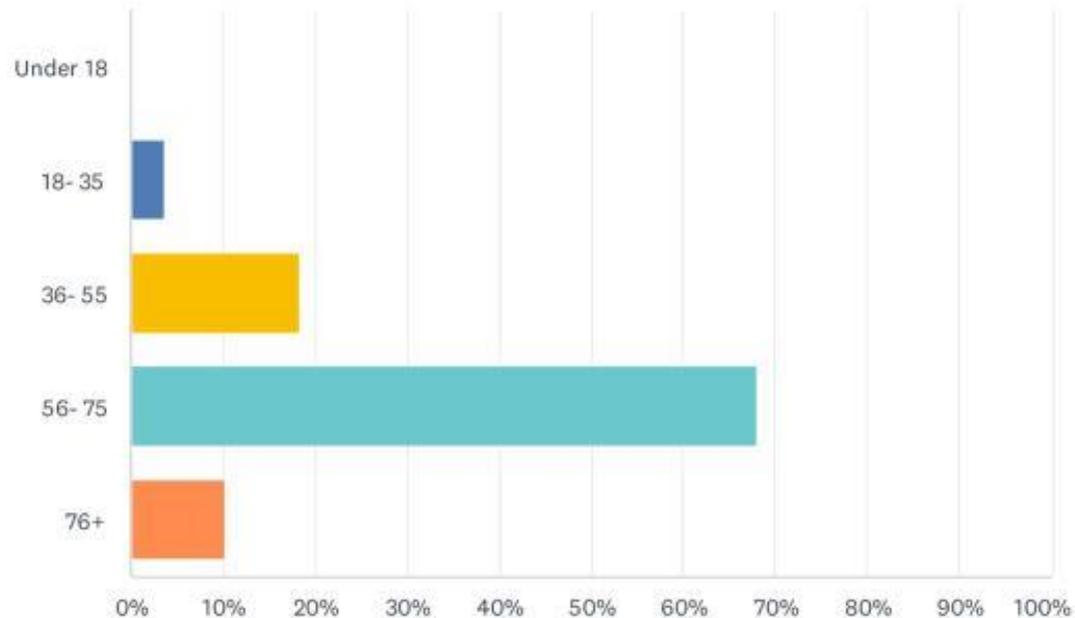
- 36.82% retired

Respondent Demographics – What is your age group?

N=611

- Over 55 = 78%
- 55 and under = 22%

Survey Respondents by Age

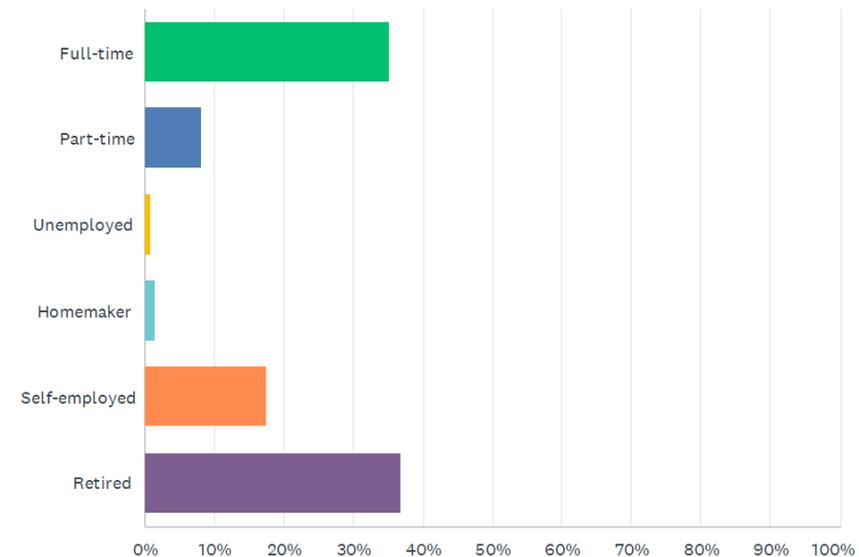


Full-time = 35%

Part-time = 8%

Self-Employed = 17.5%

Employment Status

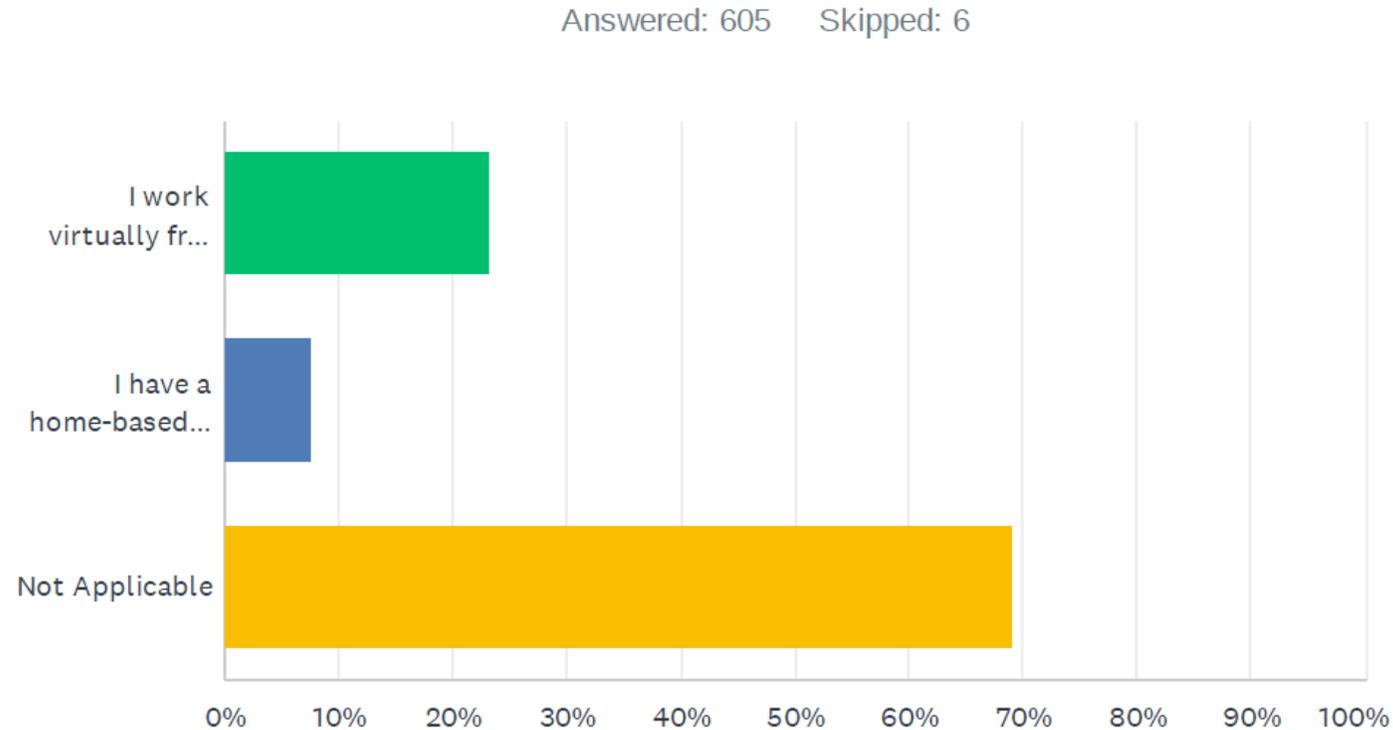


Do you currently work from home in Truro or have a home-based business in Truro?

N=605

Work virtually from home = 23%

Home-based business = 7.8%



A photograph of a lighthouse and a house on a hillside. The lighthouse is a tall, cylindrical tower with a white exterior and a dark top section. The house is a two-story building with a dark roof and several dormer windows. The scene is set on a grassy hillside with some trees in the foreground. A semi-transparent grey overlay covers the entire image, and white text is centered on it.

Primary Survey Sections:

Community Values
Community Issues
Finances & Growth
Walsh Property
Housing

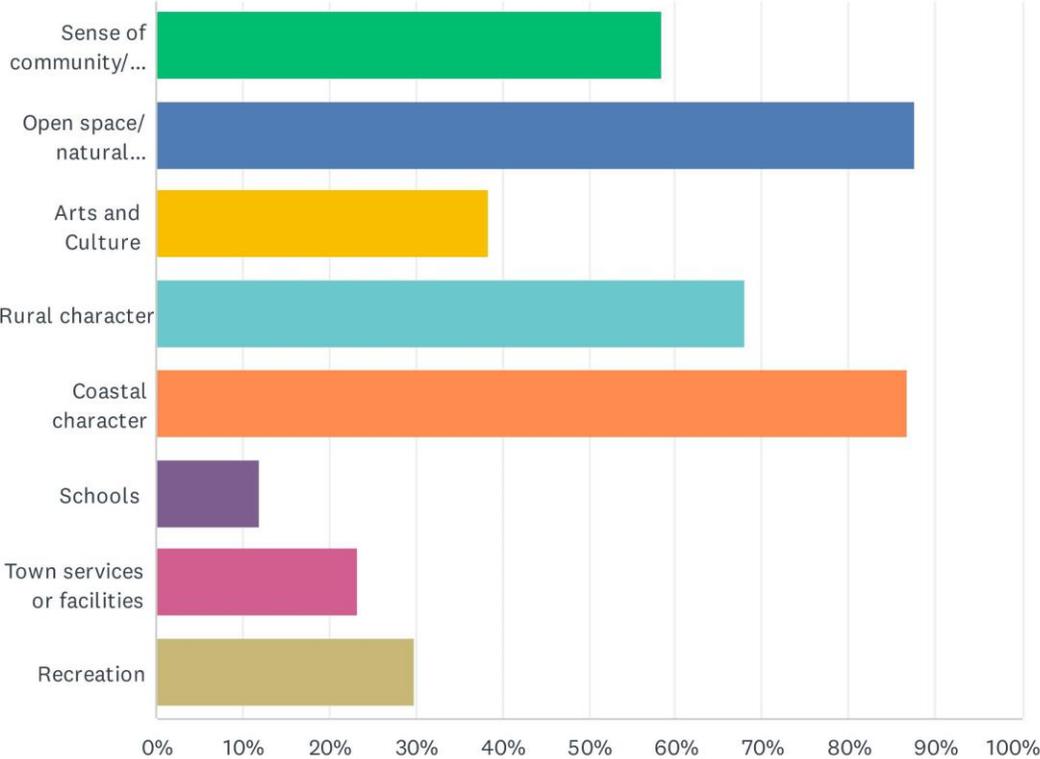
A scenic view of a coastal area. In the foreground, there is a body of blue water with gentle ripples. A rocky shoreline with large, light-colored boulders and some reddish-brown rocks meets the water. A small wooden pier or structure is partially submerged in the water on the right. In the middle ground, a grassy hill rises, topped with a large, multi-story house with a brown roof and a porch. The house is surrounded by green trees and shrubs. The sky is clear and blue.

Community Values

What do you value most about Truro? Check all that apply.

N=611

ANSWER CHOICES	RESPONSES
Sense of community/ small- town feel	58.43%
Open space/ natural environment	87.56%
Arts and Culture	38.46%
Rural character	67.92%
Coastal character	86.74%
Schools	11.95%
Town services or facilities	23.24%
Recreation	29.95%



What do you value most about Truro? Check all that apply.

Respondents Preferences Word Cloud

Survey themes implemented into a word cloud:

Beauty
Quiet
Low-density
Local Businesses
Nature Environment
Preservation
Town Services
Historical Resources
Scenic Resources
Beaches
Recreation
Sense of Community
Schools
Arts & Culture
Coastal Character
Rural Character
Open Space



What do you value most about Truro? Check all that apply.

“Other” Responses Comments N=49

- "It is a quiet town as well which I have gotten used to. It would be a good thing to keep the rural quality and ban gas driven garden and landscaping machines."
- "Although recreation, education, sense of community, small town feel, Town services and facilities are all important to me, I didn't check them because the thing that will best grow and guide them is for us to wake up to the crises converging upon us and start working together to rapidly transform Truro into an inspiring, zero-carbon, socially and economically sustainable eco-town. What could be more fun, educational, and community-building than that?"
- "Open Space in North Truro and Beach point. Accessible design for all public buildings and commercial establishments. Clean beaches. Clear communication. Workforce housing. Sidewalks."
- "History of the Outer Cape."
- "Diversity of residents."
- "Library."

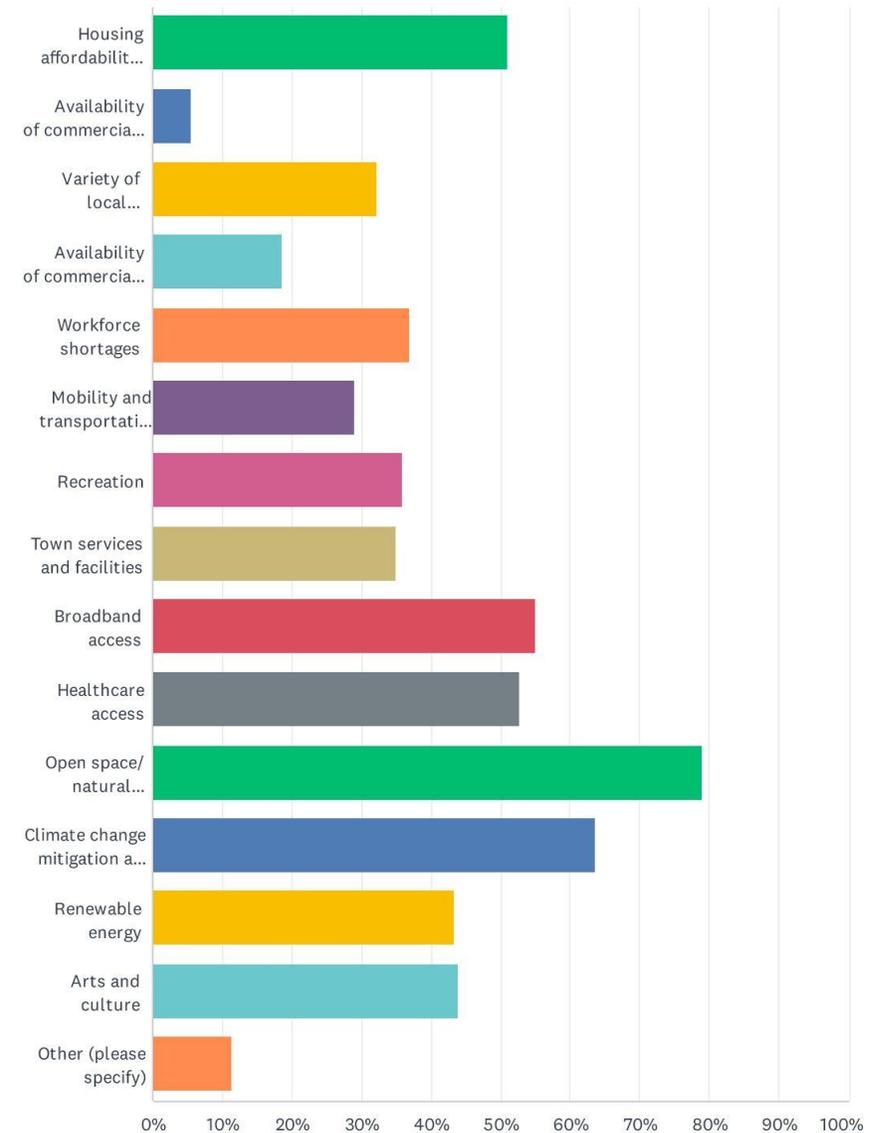


Community Issues

What issues are important to you? Check all that apply.

N=611

ANSWER CHOICES	RESPONSES
Housing affordability/ availability	51.06%
Availability of commercial space	5.56%
Variety of local businesses	32.24%
Availability of commercial services	18.49%
Workforce shortages	36.82%
Mobility and transportation (traffic, parking, biking and walking, transit)	28.97%
Recreation	35.84%
Town services and facilities	35.02%
Broadband access	54.99%
Healthcare access	52.70%
Open space/ natural resources	78.89%
Climate change mitigation and adaption	63.50%
Renewable energy	43.37%
Arts and culture	43.86%
Other (please specify)	11.29%



What issues are important to you? Check all that apply.

Respondents Preferences Word Cloud

Survey themes implemented into a word cloud:

Education
Commercial Space Availability
Workforce Shortages
Water
Transportation
Town Services
Taxes
Renewable Energy
Recreation

Local Business Variety
Arts & Culture
Open Space
Home Affordability
Healthcare Access
Density
Climate Change
Broadband Access
Planning



What issues are important to you? Check all that apply.

“Other” Responses Comments N=82

- "Lack of local businesses for entrepreneurship of younger adults, especially with families."
- "It is of great concern to us that some essential services, especially healthcare and emergency services, are barely surviving in Truro. This is likely to become a more serious problem for everyone unless some changes are made, such as increasing taxes to support emergency services, and finding a way to attract more doctors to the area."
- "Keeping the rural character of Truro."
- "Water quality and supply, fostering small agriculture, traffic safety along Route 6, attracting/nurturing new small businesses."
- "Keeping Truro a place for all people, not just the rich who can afford a second or investment home. Truro needs to be a place for everyone."
- "Available/affordable housing is MOST IMPORTANT, so that we can maintain and build our community, need to be able to have housing for families."

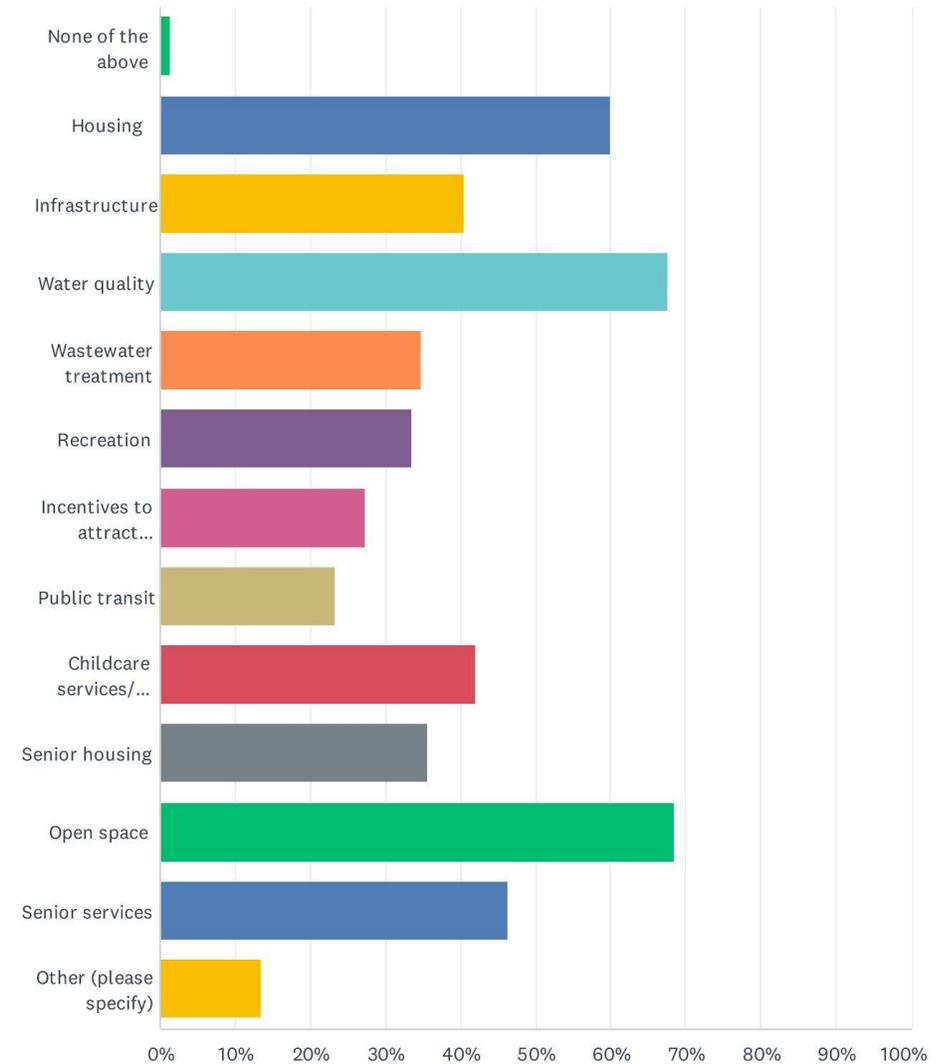
Finances & Growth



Do you support the Town dedicating financial resources to develop or secure any of the following: Check all that apply.

N=611

ANSWER CHOICES	RESPONSES
None of the above	1.31%
Housing	59.90%
Infrastructure	40.43%
Water quality	67.59%
Wastewater treatment	34.70%
Recreation	33.55%
Incentives to attract businesses	27.33%
Public transit	23.24%
Childcare services/ facility	42.06%
Senior housing	35.68%
Open space	68.41%
Senior services	46.32%
Other (please specify)	13.42%



Do you support the Town dedicating financial resources to develop or secure any of the following:

Respondents Preferences Word Cloud

Survey themes implemented into a word cloud:

Affordable Housing
Infrastructure
Open Space
Seasonal Worker Housing
Water Quality
Childcare Services
Senior Services
Wastewater Treatment
Agriculture
Market Rate Housing
Public Transit

Recreation
Senior Housing
No Growth
Retail
Re-Zoning
Healthcare Facilities
Resiliency Measures
Renewable Energy
Public Safety
Broadband Access



Do you support the Town dedicating financial resources to develop or secure any of the following:

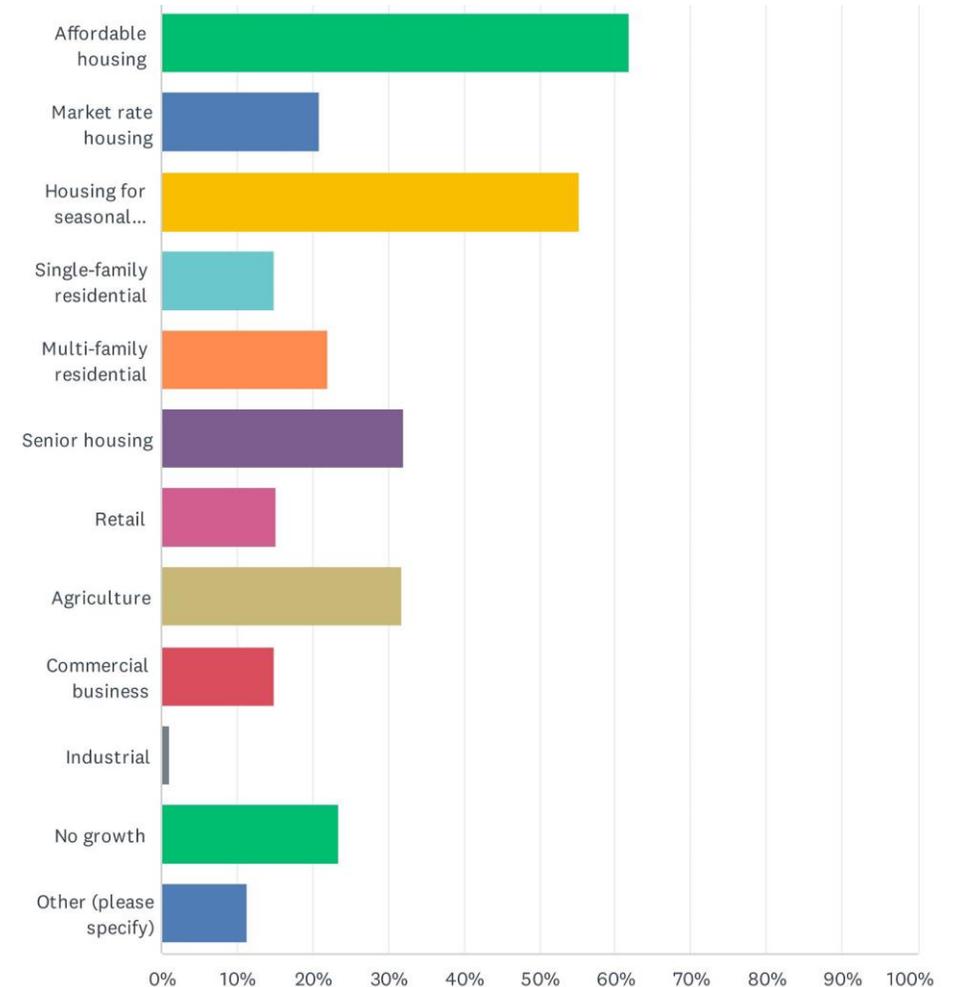
“Other” Responses Comments N=82

- "Incentives to help retain year round residents. Thank you for the residential tax exemption! It's important and makes a difference for those of us who own a home and live here year round."
- "Public year-round rental housing (not private, for-profit 40B development), public health, habitat protection and restoration, community farming. We need to protect the quality of our drinking water through education about composting toilets and up-to-date septic systems that minimize degradation of our water table, and about what NOT to send down our drains,. We cannot and should not raise taxes to create a sewer system or tap into Provincetown's chemically treated water. Doing that would open the town to more harmful for-profit development and force more people to leave because of higher taxes."
- "I support commercial and retail businesses that serve the year-round population (like Montano's and Atlantic Spice), but not those that are open only in the summer."
- "Imagine if "Walsh Village" existed with walkable streets, a mix of uses and housing, and open space?"
- "I support senior services, but only certain kinds of senior housing (e.g., assisted living units, and intergenerational co-housing)."

Which types of growth, if any, should the Town focus on developing? Check all that apply.

N=611

ANSWER CHOICES	RESPONSES
Affordable housing	61.87%
Market rate housing	20.95%
Housing for seasonal workers	55.16%
Single-family residential	14.89%
Multi-family residential	21.93%
Senior housing	32.08%
Retail	15.06%
Agriculture	31.75%
Commercial business	14.89%
Industrial	0.98%
No growth	23.40%
Other (please specify)	11.29%



Which types of growth, if any, should the Town focus on developing? Check all that apply.

Respondents Preferences Word Cloud

Survey themes implemented into a word cloud:

Affordable Housing
Market Rate Housing
Seasonal Working Housing
Single-Family Residential
Multi-Family Residential
Senior Housing
Retail
Agriculture
Commercial Business
Community-Based Space

Online Businesses
Recreational
Healthcare Services
Year-Round Businesses
Infrastructure
Open Space
Climate-Based Infrastructure
Industrial
No Growth



Which types of growth, if any, should the Town focus on developing? Check all that apply.

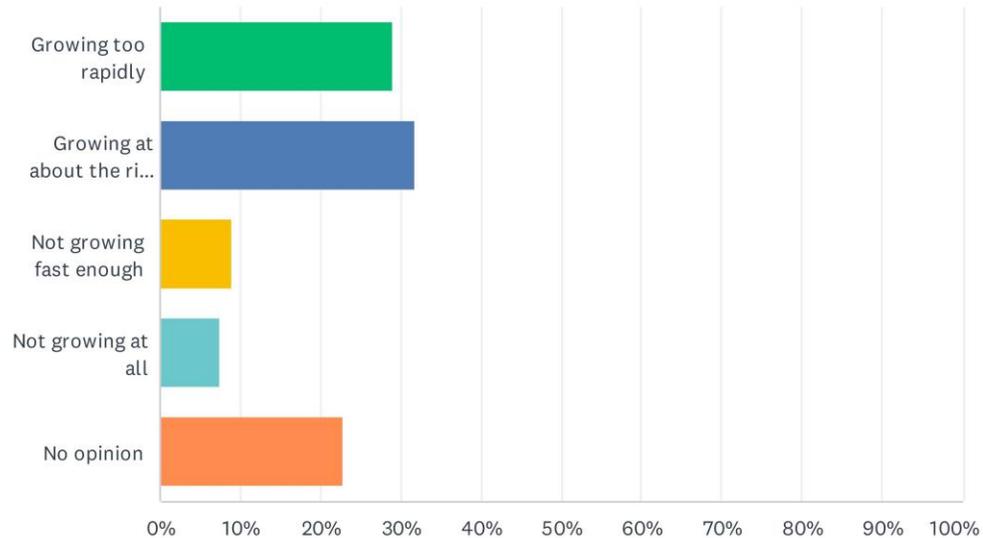
“Other” Responses Comments N=69

- “SHI’s in the form of ADU’s emphasizing diverse low impact development absent municipal infrastructure.”
- “Affordable housing.”
- “Local businesses to support the community year-round.”
- “Decent restaurants, better retail (food and clothing).”
- “A community-based space downtown.”
- “Adaptation to mitigate climate change impact.”
- “Protecting open space.”
- “Community center catering to seniors and families (like a YMCA).”
- “Any future business growth should adopt a business model incorporating adequate housing for employees provided by business owner.”
- “Businesses with a small footprint.”
- “Affordable and great-quality grocery store.”

Residential/Commercial Growth in Truro is: Select the response that best fits your opinion.

N=611

Residential



ANSWER CHOICES

Growing too rapidly

Growing at about the right rate

Not growing fast enough

Not growing at all

No opinion

RESPONSES

28.97%

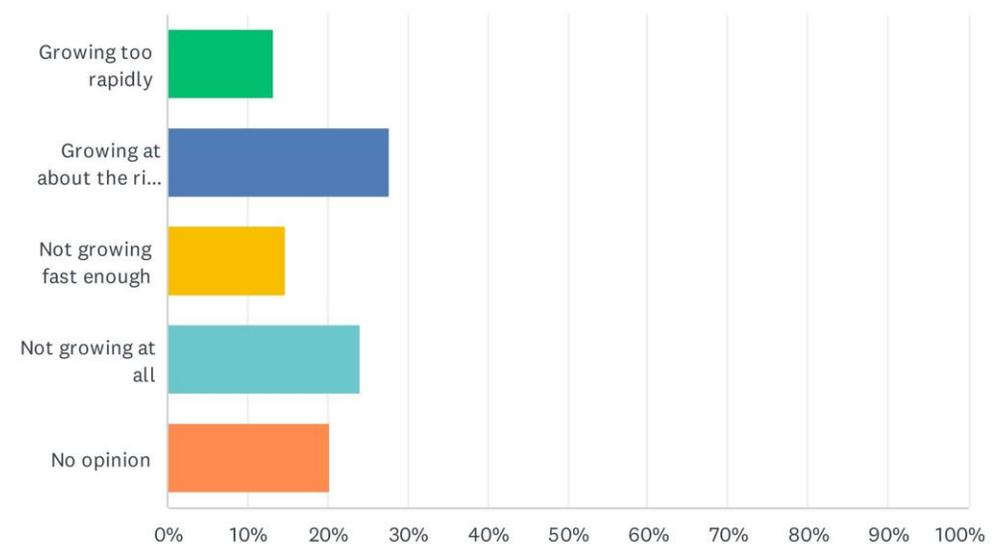
31.75%

9.00%

7.36%

22.91%

Commercial



ANSWER CHOICES

Growing too rapidly

Growing at about the right rate

Not growing fast enough

Not growing at all

No opinion

RESPONSES

13.26%

27.66%

14.73%

24.06%

20.29%

An aerial photograph of a property, likely a residential estate, surrounded by dense green and brown trees. The property features two main buildings: a larger house with a dark roof on the left and a smaller, more rectangular building on the right. A paved driveway leads from the bottom center towards the larger house, with a dark car parked on it. Another paved path leads from the bottom center towards the smaller building, with a white car parked on it. A dirt road or driveway is visible in the upper left quadrant. The text "Walsh Property" is overlaid in white in the center of the image.

Walsh Property

As the Walsh property Community Planning Committee continues its work, what are the three most important things that you want to make sure the WPCPC accounts for and considers as it develops proposals for the use of the property. Please choose up to three options.

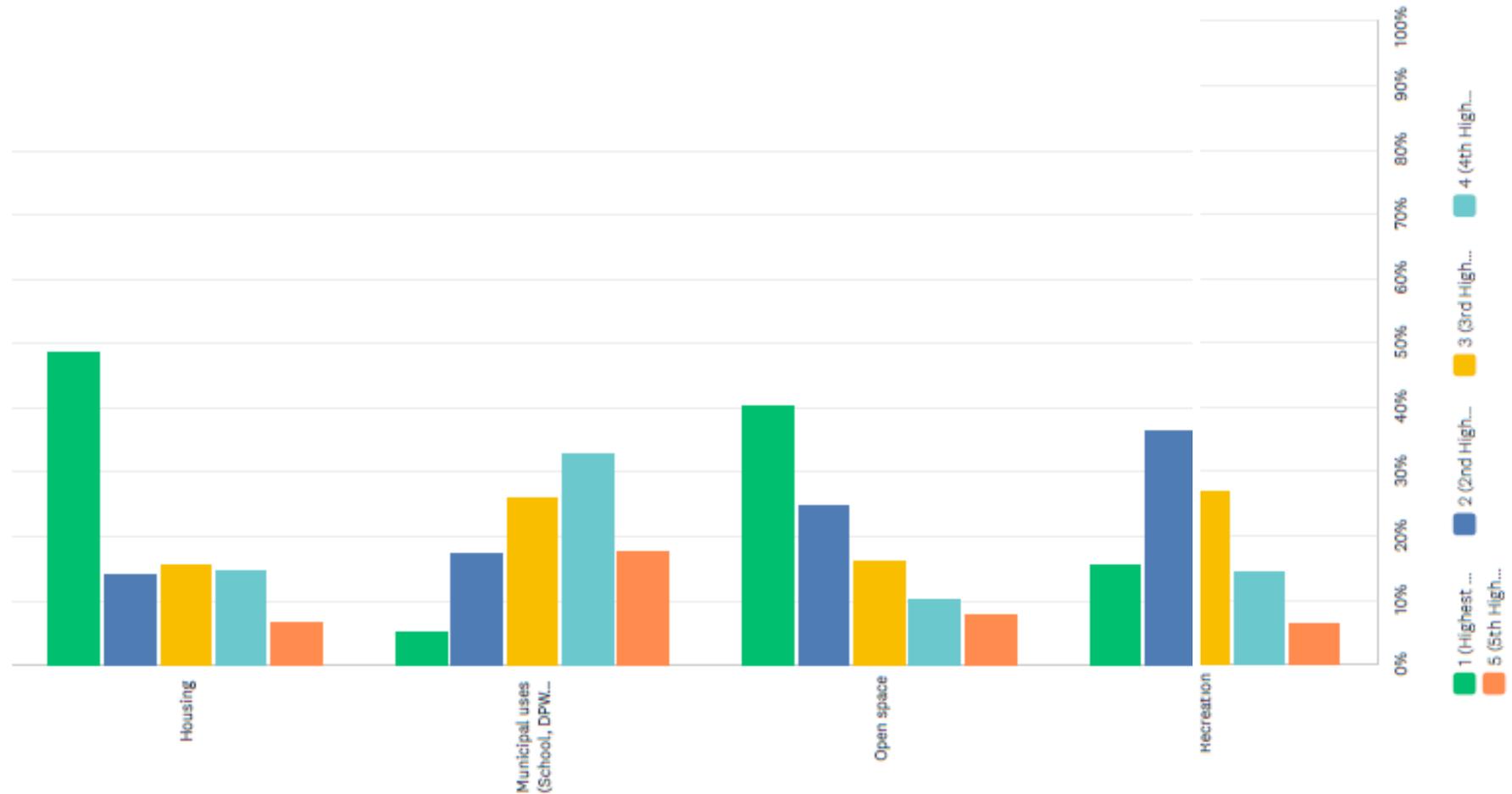
N=611

Three most important things that you want to make sure the WPCPC accounts for?

ANSWER CHOICES	RESPONSES
Agriculture/ Food systems	11.95%
Arts and culture	8.18%
Climate change	24.06%
Community gathering and event space	11.13%
Economic development	5.40%
Educational system	2.62%
Employment recruitment and retention	4.75%
Environment	37.64%
Families	11.95%
Housing	43.70%
Parking	0.49%
Recreation	21.77%
Seniors	8.67%
Socio economic diversity in the community	12.60%
Taxes	7.20%
Tourism	2.78%
Town budget	7.36%
Traffic	7.20%
Water quality	22.26%
Year-round community sustainability	31.10%
Other (please specify)	5.40%

Potential uses of the Walsh property include the following. Please rank in order of the highest priority for the Town with the number one being the highest priority.

N=611



Potential uses of the Walsh property include the following. Please rank in order of the highest priority for the Town with the number one being the highest priority.

Respondents Preferences Word Cloud

Survey themes implemented into a word cloud:

Affordable Senior Housing
Commercial Space
Net Zero Development
Open Space
Community Garden
Conservation Land
Trails
Water Tower
Art Center

Cell Towers
Courts and Fields
Grocer
Indoor Pool
No Development
Playground
Solar Energy
Subdivide
Tax Credit Housing



When you think about the Walsh property and how it might be used, what concerns you the most? (Open-ended question)

N=425

Survey themes implemented into a word cloud:

Over Development
Septic Impacts
Affordable Housing
Commercialization
Crowded
Housing Density
Loss of Wildlife Habitat
Predatory Developers
Slow Bureaucracy
Strip Commercial

Traffic
Water Quality
Impact Scenic Resources
Increased Taxes
Loss of Rural Character
Municipal Spending
NIMBY Attitude
Pollution
Poor Quality Housing



Walsh Property Potential Uses and Concerns

Respondents Preferences Comments

Potential Uses “Other” Responses (N=80):

- "Housing that is affordable and for seniors that don't want to leave the town but can't maintain their current residence not dependent on net worth. Open space that will create an attractive community unlike the density planned at the Cloverleaf."
- "Enclosed swimming pool with waves. Charge in the summer. Free to kids all winter. Tourist attraction on shoulder season. For people who are afraid of sharks but want to swim. Fee for parking, etc. Motels could give passes."
- "Truro Rec would be a great fit on the Walsh property because kids wouldn't need transportation after school. The COA is a great fit with the library and should stay. Using the Community Center for adult education, business resources, business classes – maybe tied to the library."

Potential Concerns “Other” Responses (N=425):

- "1. Cutting down trees. 2. Rushing the community engagement process and skipping over involving every segment of the community in IN-PERSON, small-group dialogues and tried-and-true visioning exercises."
- "The cost of this project is concerning. The Town purchasing a property they have no use or need for. That ship has sailed. The Walsh property should be commercially developed to generate the highest taxes and the least amount of environmental impact, i.e. a solar farm would be a perfect application. No water use, no wastewater, can be installed to not affect wildlife. Can be installed to allow hiking and recreational use of the property."

Housing



What are Truro's most critical housing needs?

Check all that apply.

N=557

ANSWER CHOICES	RESPONSES	
No critical housing needs.	35.08%	194
Rental housing	4.16%	23
Affordable housing (defined by housing costs not exceeding one-third of income for households earning 80% or less of the Barnstable County Area Median Income)	5.24%	29
Moderate income housing	6.69%	37
Single-family housing	24.41%	135
Multifamily housing	2.89%	16
Senior housing, with or without supportive services	34.72%	192
Home ownership opportunities for young families	6.51%	36
Other (please specify)	3.98%	22

What are Truro's most critical housing needs?

Respondents Preferences Word Cloud

Survey themes implemented into a word cloud:

Moderate Income Housing
40B For-Profit Developments
Affordable Housing
Preserve Density
Rental Housing
Seasonal Worker Housing
Senior Housing
Young Family Home Ownership

Multifamily Housing
Residential Re-Zoning
Seasonal Tourist Housing
None
Single-Family Housing
Cohabitation Arrangements
Condominiums



What are Truro's most critical housing needs?

"Other" Responses Comments N=36

- "The town should start purchasing existing homes whenever possible. It should wage creative, aggressive campaigns to encourage and incentivize: 1) winter rentals of summer homes 2) secondary rentals where winter renters can comfortably double up during summer, and 3) cohabitation arrangements, such as young couples moving in with elders and providing care and companionship in exchange for part of the rent."
- "I don't think that Truro should be trying to promote or subsidize residence by senior citizens. The town is an hour away from the nearest hospital and not well served by medical specialists."
- "Supporting home ownership opportunities for young families - our future nurses, teachers, carpenters, electricians, plumbers, mechanics, landscapers, emergency responders - will better serve not only senior residents, but all residents."
- "Give major tax incentives to those willing to do year-round rentals. Do not allow ADUs to be built unless people are willing to rent them out at affordable rates for a period of no less than 5 years after building is completed. Or designate ADUs as affordable rental properties for a period of no less than 5 years after building is completed. Then enforce your regulations. Put a freeze on tax increases for seniors on fixed incomes."

Summary of Findings

Key needs and concerns identified in the survey revolve around:

- Housing
 - Balance between existing low density, rural housing structure and providing affordable units, especially for the aging population that is being priced out of their homes.
- Open Space
 - Make open space a priority. Residents want to retain the rural character of Truro and worry that large housing developments would damage this character, especially for 40B housing developments.
- Recreation
 - Many residents are interested in providing a recreation center that offers a number of services for residents, including a fitness center, pickleball courts, indoor swimming pool, etc.
- Health Services
 - The aging population, which is Truro's predominant population, worries about the inadequate health services in the community. Many residents supported a new health facility/services or transportation services to nearby services.
- Retain the Youth
 - The residents are concerned about the longevity of the Town and the lack of many younger people to fill roles of tradesmen and medical services, as there is currently a limit number of people in these fields in the lower Cape region.

Next Steps

- What does this survey tell us? Where do we need more information?
 - Survey is just the beginning for public input opportunities
 - Future efforts will be focused on less represented community members
 - Additional outreach/engagement on community vision and LCP goals
- Postcards with a question for quick feedback on specific issues
- Use of ALERTruro to send a text message question that can be responded to by text
- Stakeholder/public engagement workshops/pop-up events



A scenic view of a beach with waves crashing onto the shore, framed by tall grasses in the foreground. The ocean is a deep blue, and the waves are white with foam. The sand is light-colored, and the grasses are a mix of green and brown. The word "Questions?" is overlaid in white text in the center of the image.

Questions?

Truro Community Survey Analysis by Residency Status

Sample Size – N = 583

- Full Time Resident N = 357 (61%)
- Part Time Resident N = 218 (37%)
- Former Resident N = 8 (1%)

Age:

The age distribution was comparable between Full Time and Part Time Residents with the exception of the 18 – 35 age range where nearly three-quarters of the respondents were Full Time Residents. However, the overall respondent pool in this age range was very small (N=20)

Q1: What is your age group?

Answered: 583 Skipped: 0

	UNDER 18	18- 35	36- 55	56- 75	76+	TOTAL
Q3: Full-time resident	0.00% 0	4.48% 16	19.05% 68	65.27% 233	11.20% 40	61.23% 357
Q3: Part-time resident (reside in Truro fewer than six months a year)	0.00% 0	1.38% 3	16.97% 37	72.94% 159	8.72% 19	37.39% 218
Q3: Former resident	0.00% 0	12.50% 1	37.50% 3	50.00% 4	0.00% 0	1.37% 8
Total Respondents	0	20	108	396	59	583

Powered by  SurveyMonkey

Rent or Own Home?

While the majority of respondents owned their own home regardless of residency status, more Full Time Residents rented than Part Time Residents. 5% compared with 1% respectively.

Q5: If you currently live in Truro, do you:

Answered: 583 Skipped: 0

	RENT A HOME?	OWN A HOME?	NOT APPLICABLE	TOTAL
Q3: Full-time resident	5.32% 19	91.32% 326	3.36% 12	61.23% 357
Q3: Part-time resident (reside in Truro fewer than six months a year)	0.92% 2	82.57% 180	16.51% 36	37.39% 218
Q3: Former resident	0.00% 0	12.50% 1	87.50% 7	1.37% 8
Total Respondents	21	507	55	583

Powered by  SurveyMonkey

Employment Status

There were just slight differences in employment status between Full Time and Part Time Residents. Slightly more Part Time Residents were employed Full Time and slightly more Full Time Residents were retired.

Q6: What is your current employment status? Please check the answer that best applies to you.

Answered: 583 Skipped: 0

	FULL-TIME	PART-TIME	UNEMPLOYED	HOMEMAKER	SELF-EMPLOYED	RETIRED	TOTAL
Q3: Full-time resident	31.37% 112	9.24% 33	0.84% 3	1.40% 5	16.81% 60	40.34% 144	61.23% 357
Q3: Part-time resident (reside in Truro fewer than six months a year)	38.99% 85	7.34% 16	0.92% 2	1.83% 4	19.27% 42	31.65% 69	37.39% 218
Q3: Former resident	37.50% 3	12.50% 1	0.00% 0	0.00% 0	0.00% 0	50.00% 4	1.37% 8
Total Respondents	200	50	5	9	102	217	583

Powered by  SurveyMonkey

Business Ownership on Outer Cape

Nearly 20% of the Full Time Residents (N=68) who responded to this survey question own or co-own a business on the Outer Cape. Three-quarters of those own a business in Truro. This compares to 2% (N=5) of Part Time Residents who own a business on the Outer Cape with three respondents reporting they own a business in Truro.

Q12: Do you own or co-own a business located in Truro or other Outer Cape (Provincetown, Wellfleet, or Eastham) town? Check all that apply.

Answered: 583 Skipped: 0

	I OWN A BUSINESS IN TRURO	I OWN A BUSINESS IN PROVINCETOWN	I OWN A BUSINESS IN WELLFLEET	I OWN A BUSINESS IN EASTHAM	NOT APPLICABLE	TOTAL
Q3: Full-time resident	15.13% 54	2.80% 10	1.12% 4	0.00% 0	81.23% 290	61.41% 358
Q3: Part-time resident (reside in Truro fewer than six months a year)	1.38% 3	0.00% 0	0.46% 1	0.00% 0	98.62% 215	37.56% 219
Q3: Former resident	0.00% 0	0.00% 0	12.50% 1	0.00% 0	87.50% 7	1.37% 8
Total Respondents	57	10	6	0	512	583

Powered by  SurveyMonkey

Children in Truro Or Other Local Schools

Thirty-three or nearly 10% of the Full Time Residents who responded to the survey had children in school. As one might expect, no Part Time Residents indicated that they had children in a Truro or other local school.

What Do You Value Most About Truro?

Full and Part Time Residents are in agreement on what they value most.

Top Three	Full Time	Part Time
1	Open Space/Natural Environment (85%)	Open Space/Natural Environment (94%)
2	Coastal Character (84%)	Coastal Character (94%)
3	Rural Character (68%)	Rural Character (67%)

Perhaps unsurprisingly, 18% of Full Time Residents indicated they value schools while only 1% of Part Time Residents responded that schools were something they value most.

Q19: What do you value most about Truro? Check all that apply.

Answered: 583 Skipped: 0

	SENSE OF COMMUNITY/ SMALL-TOWN FEEL	OPEN SPACE/ NATURAL ENVIRONMENT	ARTS AND CULTURE	RURAL CHARACTER	COASTAL CHARACTER	SCHOOLS	TOWN SERVICES OR FACILITIES	RECREATION	TOTAL
Q3: Full-time resident	62.46% 223	84.59% 302	38.10% 136	68.07% 243	83.75% 299	18.49% 66	22.69% 81	29.13% 104	249.40% 1,454
Q3: Part-time resident (reside in Truro fewer than six months a year)	52.29% 114	93.58% 204	38.53% 84	67.43% 147	93.58% 204	0.92% 2	22.02% 48	31.19% 68	149.40% 871
Q3: Former resident	50.00% 4	75.00% 6	12.50% 1	75.00% 6	87.50% 7	12.50% 1	12.50% 1	12.50% 1	4.63% 27
Total Respondents	341	512	221	396	510	69	130	173	583
	OTHER (PLEASE SPECIFY)								TOTAL
Q3: Full-time resident									0
Q3: Part-time resident (reside in Truro fewer than six months a year)									0
Q3: Former resident									0

Powered by  SurveyMonkey

What Issues Are Important To You?

Top Five	Full Time Resident	Part Time Resident
1	Open Space/Natural Resources (75%)	Open Space/Natural Resources (86%)
2	Climate Change Mitigation/Adaption (61%)	Climate Change Mitigation/Adaption (67%)
3	Housing Affordability/Availability (57%)	Broadband Access (51%)
4	Broadband Access (57%)	Healthcare Access (45%)
5	Healthcare Access (56%)	Arts and Culture (45%)

The one major difference between the top five responses of issues of importance is Housing Affordability/Availability that is the third most important issue for Full Time Residents reported by 57% of respondents compared with 40% of Part Time Residents which does not place it in their top five.

The least important issue of Full Time and Part Time Resident respondents was the Availability of Commercial Space at 8% and 2% respectively.

Support For Town Dedicated Financial Resources

There is a high level of agreement between Full Time and Part Time Residents related to the use of dedicated Town financial resources.

Top Five	Full Time Resident	Part Time Resident
1	Water Quality (67%)	Open Space (80%)
2	Housing (66%)	Water Quality (69%)
3	Open Space (62%)	Housing (50%)
4	Senior Services (50%)	Senior Services (40%)
5	Childcare (48%)	Infrastructure (40%)

At the bottom of the list for both Full Time Residents and Part Time Residents was public transit with 23% and 20% respectively.

Which Types of Growth?

There is a high level of agreement in terms of the type of growth Full and Part Time Residents think the Town should focus on developing.

Top Three	Full Time	Part Time
1	Affordable Housing (65%)	Housing for Seasonal Workers (58%)
2	Housing for Seasonal Workers (52%)	Affordable Housing (54%)
3	Senior Housing (37%)	Agriculture (30%)

Looking at the fourth most reported it was Agriculture (34%) for Full Time Residents and Senior Housing (23%) for Part Time Residents.

Walsh Property Questions

Land Use Priorities

Respondents were asked to rank order the four major categories of use for the Walsh Property – Housing, Municipal Uses, Open Space and Recreation.

Housing was the highest priority for slightly more than half of Full Time Residents (53%). For Part Time Residents housing was the highest priority use for slightly more than a third (38%).

Municipal Uses was the highest priority for 8% of Full Time Residents and 2% of Part Time Residents.

Open Space was the highest priority for a third of Full Time Residents (36%) and half of Part Time Residents (50%).

Recreation was the highest priority for 15% of Full Time Residents and 17% of Part Time Residents.

Based on these data it appears that Housing is the highest priority for Full Time Residents. While for Part Time Residents the highest priority is Open Space. Although the differences are not great.

What Are The Three Most Important Things You Want To Make Sure The WPCPC Accounts For?

Top Five	Full Time Resident	Part Time Resident
1	Housing (49%)	Environment (52%)
2	Year Round Community Sustainability (36%)	Housing (34%)
3	Environment (31%)	Climate Change (29%)
4	Water Quality (24%)	Recreation (27%)
5	Climate Change (22%)	Water Quality (22%) & Year Round Community Sustainability (22%)

For Full Time Residents, the most important thing they would like the WPCPC to account for is housing with 49% of respondents indicating this. For Part Time Residents, the most important thing they would like the WPCPC to account for is the environment with 52% indicating this.

The two lowest scoring items for Full Time Residents were parking (1%) and tourism (2%). For Part Time Residents it was parking with no respondents choosing it in response to this question followed by the educational system (3%).

Community Engagement

How Do You Like To Acquire Your Information About The Town?

Respondents were asked to choose the various methods they like to get information. For Full Time Residents the top pick was Truro Talks Newsletter (66%) followed by Local Newspaper (63%) and then the Town Website (61%).

For Part Time Residents the top pick was also Truro Talks Newsletter (76%) followed by the Town Website (56%) and then Local Newspaper (46%).

The source selected least was Local Access TV for Full Time Residents (10%) as well as Part Time (2%).

How Do People Want To Be Engaged with LCPC and WPCPC?

The top two for Full Time and Part Time Residents were the same.

- Webpages where I can visit and add comment when I want to. (64% FT and 59% PT)
- Occasional Email updates. (64% FT and 81% PT)

Truro Housing Authority Questions

Truro's Most Critical Housing Needs?

Top Five	Full Time Residents	Part Time Residents
1	Affordable Housing (defined by housing costs not exceeding one-third of income for households earning 80% or less of the barnstable county area median income) (65%)	Affordable Housing (defined by housing costs not exceeding one-third of income for households earning 80% or less of the barnstable county area median income) (62%)
2	Home Ownership opportunities for young families. (62%)	Home Ownership opportunities for young families. (48%)
3	Moderate Income Housing (48%)	Moderate Income Housing (40%)
4	Rental Housing (45%)	Senior Housing With or Without Supportive Services (36%)
5	Senior Housing With or Without Supportive Services (38%)	Rental Housing (18%)

There is a high level of agreement amongst Full and Part Time Residents when it comes to what are Truro's top three most critical housing needs. Differences do appear after the top three with 45% of Full Time Residents indicating that rental housing is a critical need compared to 18% of Part Time Residents.

Should The Town Take Any Actions To Encourage Year-Round Use of Homes?

There was not agreement between Full and Part Time Residents on this question. Nearly half of Full Time Residents (46%) supported this idea while less than a fifth (18%) of Part Time Residents indicated support. Part Time Residents were also more vocal in their opposition by answering no to this question with 40% of Part Time Residents answering no compared with 27% of Full Time Residents. Slightly more than a quarter (28%) of Full Time Residents were unsure or didn't know. 43% of Part Time Residents also answered unsure or don't know.

A VISION FOR TRURO

Truro was a very different place in 1990, when work began on the town's first Local Comprehensive Plan. But the issues that shaped the agenda fifteen years ago are the same that challenge us today.

Like us, townspeople then treasured Truro's rural character, its diversity and feeling of community, and the close connections to water, woods, and dunes. And like us, they worried if and how that character could be protected into the future.

How could they ensure that the natural environment stay more noticeable and predominant than the developed environments? What could be done about rising housing costs and soaring land values driving out long time and low and middle income residents? Could they continue to avoid suburbanization? Cope with the growing demands on limited natural resources? Ensure the opportunities that would help keep young people in town?

Since then, work on some version of the town's Local Comprehensive Plan has become an almost continuous process. Those same questions and concerns have remained at the forefront of the discussion, too, through every workshop and in two public surveys, thousands of hours of professional and volunteer effort, in every committee meeting and in every interview, from that first Plan, published in 1994, to an updated and unpublished draft, completed in 2003, to this, the second edition.

"Rural Character" begs precise definition. Truro no longer is an agricultural community, nor is it miles away from large population clusters. But its small year-round population, leisurely rhythms, and community spirit all keep it removed from the urban or suburban scene and, indeed, far removed from the scene in other Cape Cod communities. The rural qualities of the town's landscape, buildings, pace of life, citizenry and attitude toward self all combine to speak of an older place and earlier time.

The rural landscape is evident through the open view of the water and hillsides,

the presence of highly wooded areas along all roads, the few remaining open fields and the wildness of the moors in the National Seashore. People love Truro for its open spaces and close connection and easy access to ocean and bay; for most these are far more important than the convenience of a nearby shopping mall. Many who live at the end of a long dirt road are enjoying an independence rarely found in modern society.

Rural buildings are connected with the natural environment, not separated from it. In Truro this means that lawns blend in with the surrounding pitch pine and dunes. Expansive lush green lawns are not a part of the natural environment in Truro. Buildings are kept low to the ground; they do not project high in the air. In a place of high winds and blowing sand, this is time-honored tradition. Building color and design should allow the surrounding landscape to be enhanced rather than be muted or dominated.

A rural pace of life is evident in a certain amount of inefficiency in the road system and in the scale of town services. It may take a little longer to travel from one place to another because the roads are a little rough or there are no traffic lights to make intersections efficient. You have to drive somewhere else to buy groceries. Jobs are often seasonal or natural resource based, although the town itself remains the largest employer. All of these qualities define a rural pace of life.

The nature of the citizenry is an integral element of rural character. Truro enjoys a diverse population with an abundance of trades people and home occupations. Many retired persons subsist on marginal incomes, sharing the financial concerns of many single parent and low income families. Truro seeks to moderate the pressures toward gentrification, particularly what might be called the suburban mentality. We treasure our rich mix of ages, occupations, and income levels, and are actively working towards solutions to the escalating housing costs and land values that threaten that mix. Truro's rural attitude toward self is expressed in what Truro residents want their community to be today and in the future. It is expressed in what they expect from town government and in what they all acknowledge are the responsibilities of the individual. Truro does not provide government services typical in many suburbs; people coming to Truro must accept that they must do more for themselves than might be necessary in other more developed towns, from taking their own bottles, cans, and cardboard to the recycling center to speaking up at Town Meeting or offering to serve on one of the scores of

committees, boards, associations that depend on citizen volunteers.

Regardless of all these rural characteristics, however, Truro is very much “of this world.” Each summer our population multiplies ten times with visitors and the return of our non-resident taxpayers, all bringing new faces, new ideas, and new energy from “outside”. The majority of our residents commute and travel extensively. The computer precludes any ideas of isolation and, in season, we are subjected to heavy traffic conditions beyond our control.

Truro has always been the smallest of Cape Cod towns, and it is likely to remain so. Through the town’s history, distance from population centers, economic cycles, limited resources, and more recently the CCNS, have all contributed to keeping population low. But the town is not insulated from the growth pressures transforming much of the Outer Cape. Though Truro will never become a major activity center for Cape Cod, we are certain to see continued growth in the years ahead.

How might continued growth -- seasonal and year round -- alter our rural character, for it is this rural character that defines us, maintains our tax base, and draws our tourists? If we lose that character, what change might we expect? Do we need to change our approach to growth management in order to protect that character? Or are we doing a good job now and will future growth make only minor change to our town?

Build-out under present zoning may be as little as a decade away. As new people move into town, a feeling for Truro’s history becomes more rare. We are an evolving seasonal resort built upon a slowly increasing cadre of diverse year-rounders. Maintaining a sense of our past can anchor our future, but it must not impede change or innovation. We want to remain above all an open community that welcomes all walks of life.

We want to avoid the threats to Truro’s rural pace of life and attitude toward self, too. Those threats are not always physical and often cannot be regulated; they lie at the intersection of community values and public policy over time. Should there be curbside garbage pickup? Probably not. Should people expect all roads to be paved? Definitely not. Should Truro encourage more efficient consolidated post offices? Probably not. While there are no firm and fast rules for protecting these qualities of rural life, the consideration of these qualities should nonetheless be incorporated into and legitimized

in public discussion. The greatest threat to these rural qualities will be when their consideration is deemed impractical or old fashioned.

The challenge for the town is to retain the elusive “Rural Character” and to accept change at the same time -- or, better still, to shape that change towards a common vision of Truro’s future. This Plan, like the two that preceded it, was written to address that challenge.

Looking Forward

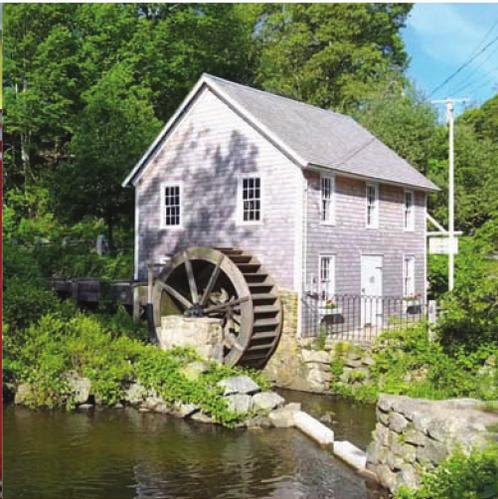
Public participation has been at the core of Truro’s Comprehensive Planning Process over the last fifteen years. There have been two comprehensive surveys of townspeople’s attitudes, the first in 1991 the second in 2001, along with hundreds of hours of workshops and meetings, interviews, conversations, and research, and four large scale public hearings/workshops.

The first LCP Committee completed its Plan in 1994, after four years of work. The second LCP Committee was launched in 2000; they produced an updated and revised draft by 2003. That draft, in turn, became the foundation of this second edition Plan, which has been the responsibility of a third LCP Committee.

The Board of Selectmen appointed the current Local Comprehensive Plan Committee in May, 2004. Their charge was to update, edit, and rewrite the 2003 draft, present their Plan to the Selectmen, citizens of Truro, and the Cape Cod Commission, and then shepherd it through implementation.

Nine members were appointed to serve for a two year term. Four represented existing town boards: Lucy Brown, Board of Health, Ansel Chaplin, Planning Board, Fred Gaechter, Conservation Commission, and Arthur Hultin, Zoning Board of Appeals. The remaining five members -- Norm Edinberg, Curtis Hartman, John Lundborn, Janice Parky, and Susan Travers -- represented the public at large. Mr. Gaechter stepped down, as required, when he was elected to the Board of Selectmen; he serves instead as that board’s liaison with the Committee. Deborah McCutcheon was appointed to represent the Conservation Commission in April, 2005.

. Development of the 2005 Local Comprehensive Plan was designed to build community collaboration. The goal was to engage townspeople as active participants at



Town of Brewster Vision Plan • 2018



Introduction

Purpose: The Brewster Vision Plan expresses the community's preferences for how it intends to evolve socially, physically, and economically. As such, the Plan will guide town decisions and serve as a framework for other future plans, such as a comprehensive plan.



OVERVIEW OF THE PROCESS

The Vision Plan results from a series of activities designed to bring out community values, identify the key issues confronting Brewster now and into the future, and build consensus around priority actions to achieve the goals set by the process. The planning process included four principal steps:

1. Community workshops in June 2017 in which participants indicated what they value about Brewster, the challenges and opportunities facing the community, and their vision for the future. From this, the Brewster Vision Advisory Group (BVAG) was able to identify the key issues facing the town – the building blocks for the future vision with goals for each of the building blocks.
2. Community workshops in October 2017 in which participants identified actions to achieve the goals under each of the building blocks. From this, the BVAG drew up a list of actions for which there was the greatest amount of public support.
3. A public survey in February 2018 in which participants were asked to indicate how important they felt each of the actions was in achieving the goals for the building blocks.
4. Community workshops in May 2018 in which participants identified how the community and Town government could most effectively implement the Vision Plan.

THE RESULTS

From this process of public engagement, the Vision Plan is constructed on eight building blocks: community character, open space, housing, local economy, coastal management, water resources, governance, and community infrastructure. The survey results confirmed the consensus on the importance of these issues and the actions which are proposed under each of the building block goals. At the same time each of the building blocks cannot be treated as a separate, stove-pipe issue and actions. They are indeed interrelated: action on one will help advance the goals of other building blocks.

THANKS

The development of this plan was the result of the active participation, thinking, and efforts of many people. We would like to thank the hundreds of people who participated in community workshops and the 1,275 people who took the survey. We would like to thank the facilitators and recorders whose skills made the workshops succeed. Thanks to Tonna-Marie Surgeon-Rogers without whom the survey would not have been possible. Thanks to the Brewster Planning Department whose support was critical to the fruitful outcome of each step. And lastly, thanks to Cheryl Doble of Tisbury who guided us through the planning process.

The Brewster Vision Advisory Group

Brewster's Vision

Brewster is a welcoming and inclusive community that celebrates its diversity and special character.

We preserve our historical setting and seek to protect its contribution to our town's character. We work to preserve the rural, small town feel of Brewster created by low density development and open space, which contributes to protecting water resources and providing scenic areas for recreation and contemplation. In the context of coastal change, we protect our bayside coastline, which defines our sense of place and provides special recreational and economic opportunities.

We honor our history as a working community and partner with Brewster businesses that support residents and visitors by providing unique, high-quality products, services, and experiences built on our character and environment.

We support growth that is appropriately scaled and sited. We seek to offer housing that is affordable to residents of all ages and economic standing.



We strive to provide the infrastructure necessary to ensure that all citizens - particularly elders and families with children - are safe, healthy and supported, so they can work, learn, participate, and give back to the community.

The methods and practices that we set in place encourage and promote public discourse and collaboration. We look to successful models in other communities and organizations as examples to manage and guide our approach to change in our Town.

We are committed as we move forward, through careful planning and coordination, to improve our community and protect what we value about Brewster.

Community Character

GOAL: Sustain and foster Brewster’s historic setting, rural nature, small-town feel, and socially inclusive spirit.



PURPOSE 1

Provide social opportunities and services for all

1. Provide a Community Center for all ages for social and recreational activities and include meeting rooms.
2. Create social gathering activities (town suppers, meet and greet) for all ages; expand recreational activities for all and communicate to all via town website and social media.
3. Provide services and infrastructure for an “age friendly” community including transportation especially for the elderly and those living alone.

PURPOSE 2

Maintain the Town’s historic heritage and style

1. Review, strengthen and enforce zoning for 6A to ensure historic preservation and standards; define “appropriate development” with input by all.
2. Create more opportunities (historic markers, walking trails, Brewster history app) for current and new residents and tourists to learn about the history of Brewster.
3. Explore ways to maintain and improve the appearance of properties along Route 6A.

PURPOSE 3

Maintain the Town’s small-town feel and scale through appropriate development

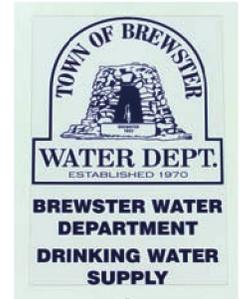
1. Create a “town center” including housing (for example, apartments above businesses), businesses and recreational outdoor space.
2. Allow for the building of intergenerational co-housing that includes social activities.

Examples of stakeholders

- Old King’s Highway Historic District, Historical Commission, Brewster Historical Society
- Building Department, Zoning Board of Appeals, Planning Department and Planning Board
 - Chamber of Commerce
 - Cape Cod Museum of Natural History
- Council on Aging, Friends of Brewster Elders, Churches
 - Brewster Ladies Library
- Business and community group leaders (hospitality, arts, retail, aqua and agriculture, Brewster Ponds Coalition, Coastal Committee)
- Brewster Conservation Trust, Conservation Department
 - Recreation Department, School Department

Water Resources

GOAL: Protect Brewster’s fresh water system to preserve high quality drinking water and maintain or improve the health of our ponds and marine watersheds.



PURPOSE 1

Protect town wellfields by expanding open space acquisition and other measures

1. Identify and purchase more open space in critical areas around town wellfields and pursue other land preservation actions, such as promoting conservation restrictions and tax incentives for individual property owners and placing conservation restriction protections on town-owned land such as the golf course, to protect groundwater.
2. Develop and/or expand public education and outreach by the town and by individual town boards and committees regarding threats to drinking water supplies, such as hazardous materials, “contaminants of emerging concern” and other pollutants.
3. Pursue improvements to residential and industrial zoning/regulations in Zone II areas that will strengthen groundwater protection.
4. Examine and, where needed, improve coordination between town committees on water quality protection issues and actions.

Examples of stakeholders

- Water Department and Board of Health
- Conservation Commission and Department of Natural Resources
 - Department of Public Works
- Planning Department and Town Planner • Brewster Ponds Coalition
 - Pleasant Bay Alliance • Brewster Conservation Trust
 - Barnstable County Health Dept. and Cooperative Extension
- Neighborhood Associations • Brewster Assoc. of Part Time Residents
 - Protect Our Cape Cod Aquifer

PURPOSE 2

Improve pond water quality through public education, regulation, and mitigation activities

1. Encourage and promote a comprehensive public education program targeting homeowners, schoolchildren and visitors. This pond protection program would address issues such as fertilizer use, landscaping best practices, septic systems, storm water management and contaminants of emerging concern.
2. Implement existing town stormwater management requirements and up-date the stormwater management program to mandated standards to eliminate road runoff to ponds.
3. Consider adopting more effective septic regulations around ponds. Explore funding options for individual property owners for more restrictive and costly regulatory requirements for septic treatment/placement due to their proximity to ponds.

PURPOSE 3

Protect the water quality of the town’s marine watersheds

1. Expand requirements for advanced wastewater treatment systems for commercial and residential development in sensitive marine watersheds; the town should set an example by proactively upgrading all municipally-owned structures/properties to include advanced wastewater treatment systems.
2. Identify and preserve land within marine watersheds as well as protect/restore beneficial coastal resource areas such as salt marshes in order to protect marine water resources.
3. Study possible improvements to existing regulations, such as stormwater regulations, and adopt and enforce stricter regulations on coastal development that will help reduce impacts to marine water quality.

Open Space

GOAL: Maintain and expand open space assets to provide public recreation, protect fragile natural habitat, and protect water resources

PURPOSE 1

Improve public access to and expand the use of recreational areas

1. Work in collaboration with the state's Division of Conservation and Recreation to develop better public access to state-owned beach property.
2. Look at existing town properties to create recreational opportunities such as walking trails, bike paths and a dog park, and encourage expanded utilization of Drummer Boy Park for recreational uses, including the possible development of a walkway to Wing Island.
3. Pursue land acquisition opportunities for additional recreational areas.

PURPOSE 2

Prioritize environmentally sensitive areas for preservation

1. Use available mapping technology and town/outside collaborations to identify and protect priority parcels in sensitive natural resource areas, particularly in designated Zone II drinking water supply areas.
2. Ensure that existing funding continues and additional funding sources are made available to acquire priority open space parcels.
3. Properly manage existing open space assets and ensure that adequate funding is available to maintain their protection.



PURPOSE 3

Maintain open space through density and development standards

1. Utilize zoning and other regulatory options as alternatives to land purchases in order to protect open space in environmentally sensitive areas, including improved use of cluster development and natural resource protection zoning.
2. Zone strategically to direct growth away from natural resource areas while at the same time change zoning elsewhere to accommodate greater density in areas where it is appropriate.
3. Build public awareness about regulatory (zoning) methods to protect open space.

Examples of stakeholders

- Open Space Committee • Department of Natural Resources
- Brewster Conservation Trust • Conservation Commission
- Cape Cod Commission • Compact of Cape Cod Conservation Trusts
- Association to Preserve Cape Cod
- Abutters/Neighboring Communities to Open Space (potential/existing)
- Planning Department • Brewster Ponds Coalition

Housing

GOAL: Provide more affordable, safe, and accessible rental and ownership housing options at different price points, particularly for single people, young families, and our older population. Achieve the state's 10% affordable goal by 2025.

PURPOSE 1

Promote housing choices to allow families to live, work, and prosper

1. Review current zoning with key emphasis on Accessory Dwelling unit bylaw which would allow an additional smaller unit to be built on an existing home lot; consider multifamily zoning and housing above existing businesses.
2. Review current housing stock and town owned land, identify needs, promote existing programs and create innovative new programs.
3. Create a Municipal Housing Trust which will allow the Town to develop more flexible programs such as Buy Down assistance for homeowners, rental vouchers, rehabilitation and acquisition of land for Town-led, friendly 40B affordable development.
4. Research and develop creative public and private sources of funding and partnerships for housing.
5. Educate the public about affordable housing by holding educational forums and creating a marketing/awareness campaign about the need for affordable and community housing options.

PURPOSE 2

Provide opportunities to address the varied housing needs of Brewster's aging population

1. Create more ways for seniors to age in place through zoning changes, tax incentives, home sharing programs and elderly support services.
2. Develop more elderly housing options that are focused on inclusion, not isolation, and that are near public transportation routes.

PURPOSE 3

Address the housing needs of the Town's year-round and seasonal workforce

1. Develop relationships between businesses, homeowners and Town to identify and locate rooms for seasonal workers in safe and well managed locations, preferably near transportation centers. Review zoning that would allow more housing units to be built above existing businesses.
2. Develop more year round work force affordable rental stock and affordable first time homeownership opportunities through, for example, smaller lot sizes and non-traditional housing designs.



Examples of stakeholders

- Low/Middle Income Residents (Young Families, Older Fixed Income Families & Seasonal Workforce)
- Brewster Housing Coordinator • Brewster Housing Trust • Housing Partnerships (Brewster & MA)
 - Brewster Housing Authority • Chambers of Commerce (Cape and Brewster)
 - Local Builders Associations, Contractors, MA Architects
- Community Development Partnership • Housing Assistance Corporation • Lenders/Financing

Coastal Management

GOAL: In the context of coastal change, preserve and protect Brewster’s coastal resources and expand public access

PURPOSE 1

Protect coastal resources in ways that preserve coastal ecosystems and habitats and the character of the town and coastal neighborhoods

1. Develop a town-wide Coastal Resource Management Plan based on science and best practices, with a focus on soft solutions, protecting habitat, and managing stormwater run-off.
2. Consider best practices for minimally invasive infrastructure such as boardwalks, parking set back from sensitive areas, and the use of permeable materials for parking areas.
3. Implement the Brewster Coastal Adaptation Strategy for the Town’s public beaches and landings, including engaging citizens before coming up with specific plans.

PURPOSE 2

Maintain and expand public access for all through public consensus and explore alternate modes of transport and access points

1. Explore alternate transport methods including shuttles or trolleys from remote parking areas, and additional bike and walking paths.
2. Expand beach access to new areas such as Wing Island and the state beach between Linnell and Crosby landings. Investigate purchasing or developing agreements to use other areas.



PURPOSE 3

Adapt to climate change projections and advance adaptation and resiliency techniques that are financially and environmentally sustainable

1. Identify techniques such as living shorelines, nourishment from dredged material, and land acquisition for retreat locations to adapt to coastal change.
2. Provide outreach and education (signs, field trips, publications) to build awareness of citizens and decision makers about the nature of coastal change.

Examples of stakeholders

- Conservation Commission • Coastal Committee
- Department of Natural Resources, Department of Public Works
- Coastal property owners, Brewster Assoc. of Part-Time Residents
 - Town Planner, Planning Board
 - Police, Fire Departments
- Business leaders, Chamber of Commerce, Aquaculture grant holders
 - Other Cape and coastal towns
- State and Federal agencies: Environmental Protection Agency, Department of Environmental Protection
 - Cape Cod Museum of Natural History

Local Economy

GOAL: Promote a sustainable economy that builds on Brewster’s natural and human assets, addresses the needs of small businesses, and provides year-round employment for Brewster’s young families.

PURPOSE 1

Build a “green” economy based on the Town’s natural beauty and resources

1. Develop a brand and market Brewster as a green community.
2. Provide incentives for “green” businesses to locate and grow in Brewster.
3. Sponsor/support outreach activities (forums, walks, festivals) that celebrate the Town’s natural resources and green businesses.

Examples of stakeholders

- Town Planner, Planning Board, Housing Coordinator
 - Chambers of Commerce (Cape and Brewster)
 - Small and large business leaders
- Old King’s Highway Historic District • Historical Commission
 - Department of Natural Resources
 - Conservation Department
 - Brewster Conservation Trust
- Building Department, Zoning Board of Appeals, Health Department
 - Consumers
- Select Board, Board of Health, Finance Committee



PURPOSE 2

Foster small businesses compatible with the Town’s character and promote year-round employment

1. Develop a community consensus regarding the types of businesses and design standards that are appropriate for Brewster.
2. Modify zoning to make it less restrictive and to streamline the permitting process, especially for small businesses, and revise the use table to allow businesses, including home occupations that are compatible with town character.
3. Modify zoning to encourage a small downtown area of mixed uses that is walking- and biking-friendly.
4. Make the town more business-friendly by actions such as providing a liaison in Town Hall, supporting a mentoring program, and creating an innovation center for start-up businesses.

Governance

GOAL: Create a more open and inclusive town government that encourages participation by all citizens by improving two-way communication, expanding volunteer opportunities, and encouraging customer friendly service.



PURPOSE 1

Expand and improve communication to citizens about Town plans and activities

1. Improve the Town web site both to add more timely and complete content and to make that content easily searchable and accessible.
2. Improve the town meeting process to reach a wider community audience through, for example, changing the day of the week, the time of day, or the manner in which citizens participate.
3. Expand Town email to a larger audience. Offer email sign-up more widely for example at voter registration, the library, and the Council on Aging. Consider opt out rather than opt in sign-up.
4. Strengthen and expand the Town's social media presence. Use platforms that reach younger citizens like Instagram.
5. Share more information on warrant articles prior to Town Meeting through groups like Brewster Community Network, homeowner associations, special interest groups and the Chamber of Commerce. Mail the warrant to every household.
6. Improve the working relationship between town government and citizens: expand opportunities for governing bodies to hear citizens' concerns, establish Select Board open office hours and other opportunities for dialog, expand opportunities for input from part-time residents, create a "What's Happening in Town Hall" newsletter or similar communication, and provide information in tax bills about how taxes are spent.

PURPOSE 2

Expand the volunteer base to increase the use of citizen expertise and build diversity in decision-making

1. Create a volunteer clearinghouse to identify opportunities, reach newcomers and partner with diverse groups like retirees and young people. Establish a volunteer coordinator and/or a citizen advisory board. Survey available skills and match to needs.
2. Create shorter term, more flexible, task force opportunities to use vital citizen expertise. Establish term limits for boards and committees to encourage new ideas and new committee members. Establish a regular (annual or semi-annual) open house during which town departments and boards can share what they do and what qualifications are needed to participate. Invite citizen involvement.

continued on page 11

Governance

continued

PURPOSE 3

Strengthen the customer service approach to Town services

1. Create a welcome packet for new citizens and business owners with complete and easy to follow instructions on how to get things done.
2. Make customer service a priority by providing employee training and assessing employee performance using customer service as a criterion.
3. Establish an ombudsman and greeter in Town Hall to facilitate citizen interaction with town departments and get things done simply and quickly.
4. Consolidate and simplify the permitting processes for businesses and homeowners; create administrative approvals for simple requests.

Examples of stakeholders

- Select Board and Town Administration
 - Citizens and Town Meeting
 - Town Employees
 - Town Planner and Planning Board
- Information Technology Department
 - Public Relations
 - Zoning Board of Appeals
 - Council on Aging
 - Schools and school organizations
- Local Homeowners associations, clubs, groups and committees



Community Infrastructure

GOAL: Maintain and expand town infrastructure in ways that expand opportunities for community interaction, support the development of a “green” economy, expand recreation opportunities, and promote public safety.

PURPOSE 1

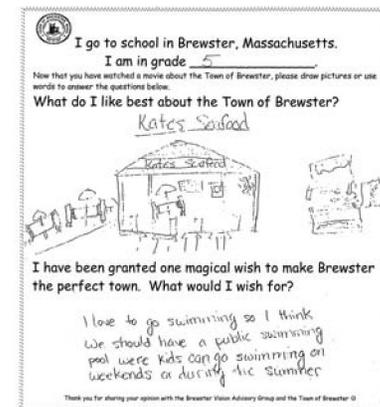
Create a community center to house activities and interaction for people of all ages

1. Form a committee to facilitate the process and hold public meetings for community input.
2. Conduct a feasibility/location study to identify the best location for a community center.
3. Repurpose an existing facility (such as Eddy School). Utilize neighboring town experience (such as Harwich) as a model.
4. Develop uses and programming, with activities for all ages, for the proposed facility.

PURPOSE 2

Expand the bike and pedestrian trails and paths for recreation and transportation throughout town

1. Develop a town wide plan that includes all existing trails and sidewalks, potential areas for expansion, trail connections and links to key recreation areas, bay beaches and west Brewster.
2. Identify areas of improvement for existing trails and sidewalks such as signage, safety, and lighting and provide more bicycle safety information.
3. Make the town more bicycle/pedestrian friendly by providing information on the trail system.
4. Review and modify existing policies and development guidelines to require (where possible) sidewalks and bike lanes on new roads and re-pavement projects.



PURPOSE 3

Provide active recreation opportunities and facilities including those for youth

1. Survey the community (all ages) to identify desired activities and programming.
2. Inventory existing facilities and identify potential locations for new facilities such as a community pool, pickleball, volleyball and basketball courts.
3. Expand and promote existing and future active recreational (seasonal and year-round) programs.
4. Research potential ways to provide transportation to recreation areas.

Examples of stakeholders

- Planning Department, Planners, Architects
- Building Department, Department of Public Works
- Water Dept., Recreation Dept., School Dept.
 - Historical Commission
 - Cape Cod Regional Transit Authority
 - School Committee, parents and students
 - All Citizens Access Committee
 - Bikeways Committee, Bike Shops
- Mass. Department of Conservation and Recreation
- Brewster Ladies Library, Churches, Council on Aging

Taking Action Turning the Plan into action

The Vision Plan is intended to be a living document, guiding the near- and long-term decisions on which our community's future is built. Therefore, it is imperative that the goals guide actions of Town government and community organizations and that the relevant stakeholders play their part in implementing the actions presented in the Plan. Implementation will involve figuring out the details and making the actions work in the context of town capacity, financial and fiscal constraints, and the legal framework for town action. Overall, the Select Board, Town Boards and Committees, and citizens through Town Meeting will oversee turning the Plan into action. Implementation will be most effective if there is a true partnership between town government and the community to assure that the goals laid out in the Plan are reached.

What the community can do to promote the implementation of the Vision Plan.

TOWN GOVERNMENT

- ✓ Adopt the Vision Plan as a formal action of the Select Board and assign responsibility for implementation.
- ✓ Communicate the Vision Plan, including important milestones and progress towards implementation through a variety of traditional and innovative vehicles.
- ✓ Make the Vision Plan a guide for policymaking and town decisions (budgeting, town warrant articles, town mission statement).
- ✓ Engage Town department heads and town staff to take ownership of the Vision Plan and integrate it into their daily work and future plans; restructure and reorganize staffing as needed.
- ✓ Create a Vision Implementation Committee to shepherd and oversee implementation and to keep the Vision Plan in the forefront of Town priorities, including ongoing stakeholder involvement.

COMMUNITY ORGANIZATIONS

- ✓ Embrace the Vision Plan, organize meetings and other communications to build awareness and understanding about the Vision Plan.
- ✓ Use the Vision Plan to guide organizational plans, take on Vision Plan projects related to organizational mission for implementation or collaboration with Town.
- ✓ Help foster two-way communication with the Town, organize meetings and other forms of communication to educate people about issues and provide feedback.

CITIZENS

- ✓ Work together to create a culture of engagement, talk with friends and neighbors, make a difference.
- ✓ Act, vote, attend meetings.
- ✓ Get involved in a Vision Plan issue, volunteer.



**A Publication of the Town of Brewster, Massachusetts
June 2018**

Vision Statement

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

Provincetown will:

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

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

Provincetown will:

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

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

Provincetown will:

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

Growth Policy

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

Local Comprehensive Plan

Vision Statement

The Sandwich LCP envisions a vibrant, diverse and sustainable seaside community that cherishes our historic past, values our natural resources and creates new opportunities that make sandwich a great place to live work and play.

Mission Statement

The Local Comprehensive Plan (LCP) will serve as a guide for the next decade of growth, development, and planning in Sandwich. The plan will be an actionable, measurable, living document. It will ensure that the town of Sandwich proactively moves towards 2031 as a vibrant community that is highly desirable to full and part-time residents, visitors, and businesses.

Goals and Objectives

- Ensure Viable (livable) Neighborhoods
- Preserve Community Character
- Enrich Cultural and Recreational Opportunities
- Create Economic Growth Opportunity
- Protect and Conserve our Natural Resources