The FY2021 Goals of the Wellfleet Selectboard are listed in this packet. The members' individual goals are reflected in their own words. The major areas of focus for FY2021 are Housing, Wastewater, Dredging, Economic Development, Bike Trails/Lanes, Climate Change, and Projects and Infrastructure.
MICHAEL DEVASTO

1. Attainable housing - increase inventory for year-round market rate and affordable rentals. Also increase assistance to working domiciled residents to purchase homes.

2. Harbor Dredging - and a maintenance plan to prevent the deteriorated conditions that currently exist.

3. Infrastructure and Buildings - Work with DPW to get assessment of all public infrastructure and buildings. Create maintenance plan to ensure town property is kept from disrepair.

4. Town hall lawn - Work with DPW and gather public input on revitalization of town hall lawn replace the awful plastic public benches with nice wooden ones.

5. Bike trail - Find an alternate route for the bike trail that can ensure safe transport from one end of Wellfleet to the other.

6. Recreation - Work with the national seashore to increase recreational opportunities including bike trails and parking areas.

7. Climate Change - Prepare for future sea level rise.

JANET REINHART

1. Dredging – continue and start a maintenance plan
2. Parking – continue support
3. Housing – continue support
4. Wastewater – continue support
5. Harbor/Marina Plan
   a. Shellfish Shack
   b. Public/Private plan for improvement
   c. Parking
   d. Bathrooms
   e. Climate mitigation
6. Fiber Optics/Cell Tower/Consultant
7. Bike Trails and Bike Lanes
HELEN MIRANDA WILSON

1. Resolve the issues relating to the DCR’s proposed Bike Trail, the DOT’s proposed changes to the stretch of Rte. 6, Main Street and Cahoon Hollow Road. Meet, for the first time, in an Open Meeting, with the DOT, DCR, NPS, the Selectboard, and the Bike and Walkways Committee, with our constituents and the many people who pass through this zone able to attend. Preferably before any further tax-payer money is spent on these proposals.

2. Continue to improve ongoing communication between all municipal groups (including staff). When a jurisdictional overlap occurs, have related committees and personnel informed.

3. Continue to improve the public process with support for compliance with laws and regulations, including training for committee members. Research and organize workshops for same.
See the Sb policy, Statement of Goals on the Town website under Bylaws and Regulations, on the home page.

4. Continue to negotiate/discuss with the NPS land swaps or shared use of land.

5. Include sea level rise and climate change when considering all long-term land-use decisions. Every time.

6. Decide (again) what to do with the old shellfish shack.

JUSTINA CARLSON

1. HOUSING
   a. Support AADU program

2. ECONOMIC DEVELOPMENT
   a. Local business, jobs

3. ENVIRONMENT
   a. Represent Wellfleet, Cape Cod Water Protection Collaborative
   b. Represent Wellfleet, Cape Cod Water Protection Fund, management board

4. GENERAL
   a. Improve ongoing communication and process for compliance with Boards and Committees
RYAN CURLEY

Bike Trail
- Work to try to secure an alternative bike trail terminus.
  - I have been very clear on multiple occasions as to why I believe that having the bike trail terminus at the proposed location on Rt. 6 is a bad idea and would negatively impact public safety. There are potential alternative routes that would be far safer for all parties. It feels like the DCR picked the route it did because it has the quickest and cheapest option not necessarily the best option.

Marina
- The L Pier
  - The L pier at the maria is in disrepair and deteriorating with lose boards and exposed fasteners. This is causing damage to the boats that tier up on the pier. The town needs to start looking and planning for overdue maintenance to the pier.

Public Safety
- Police Dash and Body Cameras.
  - I want a full proposal that can be put before the annual 2021 town meeting even in the absence of state grant money and regardless of what happens to the state Police Reform Bill. We have been waiting and waiting to see if there will be grant funding. To date, there hasn’t been. We need to stop waiting and start doing.
- Lifeguards in September
  - Implement a permanent plan to have lifeguards on Newcomb and LeCount Hollow for September. September is a highly active month for sharks, and if we needed a reminder of that, Arthur Medici’s bench was dedicated Sunday, Sept. 13th of this year. Lifeguards warn beachgoers when they observe or are notified of shark activity within the areas of our beaches. They serve as the critical bridge from the beach to our EMS services. We know that there is little to no cell phone coverage at our oceanside beaches. We have call boxes that help but lifeguards are critical in communicating issues directly from our beach to our emergency services, while also responding to the issues themselves. They are the first responders on the beach. Many other problems can happen on the beach beside a shark encounter. A beachgoer could be injured by a shore break, caught in a rip, or have something as every day as a heart attack. In all of these situations, a quick response is critical in the outcome. Until there is cell coverage for the beaches, our lifeguards provide an irreplaceable public safety purpose. We need a plan to keep them on our beaches until the last weekend of September, though it would be physically prudent to allow the Beach Director to stop patrols a week early due to weather conditions.
- Cell phone repeaters for the beaches.
  - Cell phones have been one of the most significant public safety improvements in the last twenty years. Unfortunately, our ocean-side beaches are in a cell service
dead zone due to the topography and locations of the cell antennas. We have repeatedly asked my cell providers to install an antenna closer to our beaches. No company has been willing to do so. It is time for us to pursue the lack of cell service on our beaches by other means. Either by installing cell phone repeaters or by installing antennas ourselves.

**Staffing**
- Start a discussion about the possibility of an IT Director.
  - COVID-19 has shown how valuable it would be to have a dedicated IT person on staff. Much of Wellfleet’s operations are still conducted on paper. We should be looking at ways to streamline processes digitizing as much as possible. Staff, boards, and committees need support. Public records could be made readily available online reducing formal public record requests. Improving IT could make our town’s government more accessible and transparent. There is a robust array of modern management tools that could be utilized to support staff, but these tools rely on a solid internal IT framework.

**Housing**
- 95 Lawrence Rd
  - Continue to advance and support the 95 Lawrence Rd project.
- Expanded Residential Tax Exemption
  - Implement an expanded residential tax exemption to include housing rented on a year-round basis. FY 2020’s median residential tax exemption was $857/yr. (Nancy Vali, Wellfleet Selectboard Meeting, Sept 8, 2020). Expanding this exemption provides a small incentive to those who rent their property out on a year-round basis. Without expanding the exemption to include year-round rentals, we expose this type of housing an additional tax burden of approximately $300/yr. An expansion of the exemption would provide a net benefit to year-round rentals of roughly $1157 for a median house.
- Change Condominium Regulations
  - Promote long term housing stock availability by changing condominium regulation to allow more than one unit to be occupied on a year-round basis provided there is sufficient septic capacity. Intentionally limiting a segment of Wellfleet’s housing stock in the face of a housing crisis is irrational and artificially reducing year-round housing stock. Wellfleet had 339 condominiums as of 2017, with the overwhelming majority of these restricted to seasonal use only (Housing Needs Assessment and Action Plan, 2017).
- Accessory Dwelling Units by Right
  - Accessory dwelling units should be allowed by right as long as a lot can meet all other applicable requirements, bylaws, and occupied on a year-round basis. Accessory dwelling units should be available to all potential residents regardless of income requirements. The affordable accessory dwelling unit requirements
Currently in place are a paperwork nightmare and one that needs to be repeated year after year. Due to this, only a handful of affordable accessory dwelling units have been built since adopting the affordable accessory dwelling unit bylaw. Removing these onerous requirements will spur the construction of such housing in the future. We will need a mechanism to ensure that accessory dwelling units can only be used for year-round housing to prevent their use as short term rentals. This may encourage non-resident taxpayers to construct year-round accessory dwelling units on properties that otherwise are used only on a seasonal basis.

- **Affordable Home Ownership Opportunities**
  - In addition to creating more rental units, our town needs to carve out a better ownership path. If a family is planning on being long term residents, there needs to be a way to get them into permanent housing that they own. Owning as opposed to renting allows a family to retain part of their housing costs as equity and greater freedom on how they use their property. With property values continuing to escalate, the housing available to own on the market at affordable rates is shrinking. The initial quality within that price range is also deteriorating, with many units having significant issues that can be very costly to remedy. Wellfleet should create 2-3 housing units per year with a permanent deed restriction requiring these properties to be sold at affordable rates into the future.

- **Expansion of Home-Based Business.**
  - Allow more non-family members to work for a home-based business.
    - Wellfleet’s current bylaws require that “service trade home business” to have no more than three non-family member employees, for general home-based business, no more than two non-family members. This constraint, combined with the lack of commercial space, presents a challenge for a business to grow. Wellfleet should increase the number of allowable non-family employees for all home-based businesses. Employees should also be defined as full-time equivalent employees.
  - Increase the allowable floor area allocated to home-based businesses.
    - Increase the allowable floor area utilized by the home occupation from the current 25% to 35% for both Home Occupations and Service Trade Home Businesses. Home-based businesses have always been part of our traditional character. These two changes aim to allow a home-based business to expand organically to the point where it can afford to rent a dedicated commercial location while addressing the limited availability of affordable commercial space.

- **Energy**
  - **Municipal Rooftop Solar**
    - Access all town-owned buildings in good repair for their suitability for rooftop solar and the cost-effectiveness of any modifications needed to support rooftop
solar. Rooftop solar presents an opportunity to reduce the town’s energy costs while reducing greenhouse gas emissions. The continued decrease in the installation cost of PV panels and the slow increase in MA electrical prices makes rooftop solar an attractive investment to reduce long term energy costs. In addition to determining the present-day economic practicality of installing rooftop solar, we should implement a scale that weighs changes in price per kW installed and the wholesale price per kW for electricity providers. This would allow us to judge in the future when it may be economically particle to fit rooftop solar on buildings where it may not make sense currently.

- **Municipal Plugin Hybrids**
  - Transition town department vehicle replacements to plugin hybrids where available and practicable. Over the long term, plug-in hybrids could provide significant cost reductions in operations through reduced fuel and maintenance costs, while reducing emissions.

- **Electric Equipment**
  - In addition to vehicles, the town should establish a replacement policy for all current fuel-powered equipment classes to replace them with eclectic equipment where possible and economical. Electric equipment often has drastically lower maintenance costs. Reducing long maintenance costs presents a means to build long term savings into the town’s operations.

### Wastewater

- **Need for Wastewater Plans.**
  - The time for talking is closing as a town we real action, and it needs to happen soon. First, everyone needs to realize that there is a clear and pressing need. Second is that no matter what we do, it will cost significant amounts of money. The water quality condition in the entire harbor is declining year over year. Further water quality declines are inevitable unless steps are taken to address the issue. The longer we wait to materially address our harbor’s water quality problems, the greater risk of adverse outcomes within the harbor or the town being sued.

- **Setting Nutrient Remediation Standards for Municipal Projects.**
  - We need to establish standards for town-owned or maintained assets within the Wellfleet Harbor watershed, even in the absence of a completed wastewater plan. Every project that the town conducts presents an opportunity to reduce nutrient inflows. Any project that is built without building in nutrient remediation features is a lost opportunity that may result in higher costs incurred by the town to retrofit these assets at a later date.

- **Wastewater Treatment for 95 Lawrence Rd.** Advocate for the Large Decentralized Treatment System Scenario 2 (35,000g/d) using advanced IA and to do so
on a fast timeline to ensure that the project as a whole can be completed as soon as practicable.

**Some pre-existing projects that are priorities that I am hoping are completed this fiscal year.**

- Gas tanks replacement at the maria. The 2019 town meeting approved funding. We need to get this done. The current tanks are in the ground and are past their expected life expectancy.
- The right of way for the landfill solar array. We need to be able to hook up the array as soon as possible. Resolving these issues is a priority for the town, so we can start to see the returns generated by this solar installation.