

## **Steering Committee and Work Group Cores**

Minutes of Meeting of December 1, 2007, MVC Offices

---

*Present – Steering Committee: Jim Athearn (Chair), John Abrams, Tom Chase, Ann Floyd, Ray LaPorte, Linda Sibley, Russell Smith, Henry Stephenson, Ned Orleans, Richard Toole, Kerry Scott, Bret Stearns, Paul Strauss, Susan Wasserman*

*Present – Work Group Cores and others: Terry Appenzellar, Harvey Beth, Tim Boland, Christina Brown, Judy Crawford, Tad Crawford, Candace DaRosa, Mimi Davisson, Phil Forest, Don Hatch, Philippe Jordi, Rob Kendall, Matt Pelikan, Paul Pimental, Bruce Rosinoff, Craig Saunders, Leah Smith, Tom Wallace, Jim Westervelt*

*Present – MVC Staff: Christine Flynn, Mark London, Ed O'Connell, Jo-Ann Taylor, Bill Veno, Bill Wilcox*

*Facilitators: Robert Leaver, Rob Allen*

The meeting started at 8:40 a.m.

Note: The photo-minutes of the worksheets are available on the website.

### **1. Welcome and Purpose of the Workshop**

---

Jim Athearn welcomed participants and explained the purpose of the meeting, namely to review the Promising Initiatives from the summer, as well as some additional ones, to prioritize them, to figure out what needs to be done to move ahead with those that are ready, and to determine what has to be done to resolve issues related to other ones.

Robert Leaver explained the workshop objectives and logistics in more detail.

### **2. Guiding Principles and Overall Goals**

---

*The list of Guiding Principles and Overall Goals including the level of agreement and comments are in Appendix A.*

Participants were asked to review and react to the eight Guiding Principles for Plan and the ten draft Overall Goals for the Vineyard, to indicate their degree of agreement, and to suggest clarifications, modifications, or additions.

There was broad agreement with the all the principles and goals, but no attempt was made to discuss or agree to individual comments regarding them.

### **3. Promising Initiatives**

---

*The list of Promising Initiatives including the initial and final prioritization, the concerns, the leadership, and the interdependencies are in Appendix B.*

**3.1 Questions of Clarification:** Participants clarified the wording of some of the initiatives. It was noted that the wording of some of the new ones is not completely clear.

**3.2 Additional Promising Initiatives:** Work Group Cores identified 16 additional Promising Initiatives for consideration.

**3.3 Initial Prioritization:** For each initiative, each participant placed red dots to indicate which priority it is, namely:

- 1) Can start soon and be completed within about two years. (Also called Ready-To-Go or Low-Hanging-Fruit). The Steering Committee should endorse it.
- 2) Can start soon, but will take some time to complete. The merits are clear. The Steering Committee should endorse it.
- 3) Needs work. There seems to be a good idea there, but it needs to be better worked out or clarified, which could lead to changing it or perhaps even dropping it. ,
- 4) Take off the table.

The analysis is based on the merits of the proposal, not on whether all the actions are clear.

**3.4 Discussion of Each Promising Initiative:** For each initiative, participants discussed what the concerns were (with priorities 3 and 4, identified in dotting), identifying possible leadership, and identifying interdependencies with other work groups or organizations.

**3.5 Final Prioritization:** Each participant was given dots to indicate his or her top three choices for priority 1 and priority 2.

The top choices for Priority 1 (Ready to Go, Completion Soon), in the final prioritization were:

- P3: Adopt a Vineyard Energy Code requiring new construction to be more energy efficient.
- P43: Pass the Housing Bank Legislation.
- P19: Map critical areas for Habitat Protection and Restoration.
- P17: Set up a community-owned Island electric utility.

Other top choices for Priority 1 in the initial prioritization (i.e. supported but not a top choice) were:

- P16: Establish a program to encourage local buying and production.
- P24: Establish a program encouraging and facilitating Landscaping the Vineyard Way
- P39: Require stormwater operating and maintenance plans for all projects.

The top choices for Priority 2 (Start Soon, May Take Time to Complete) in the final prioritization were:

- P11: Seek Island-wide cost-sharing methods for infrastructure and services
- P6: Create an integrated, Island-wide waste conversion system
- P17: Set up a community-owned Island electric utility.
- P20: Establish a long-term program allowing voluntary Undevelopment of critical natural properties
- P3: Adopt a Vineyard Energy Code requiring new construction to be more energy efficient
- P43: Pass the Housing Bank Legislation.

Other top choices for Priority 1 in the initial prioritization (i.e. supported but not a top choice) were:

- P13: Create continuous-care communities for seniors.
- P31: Improve workforce and entrepreneurial training to help individuals adjust to the changing work climate and to build entrepreneurial capacity.
- P32: Optimize the environment for remote work including communications infrastructure and support services.
- P36: Facilitate a campaign to produce, package, distribute and market value-added items from local food products (e.g. jam from strawberries).

#### **4. Overall Implementation Concerns**

---

Finally, there was a brief discussion of peoples concerns and questions as these initiatives move into implementation.

- Remember that there's a lot more to come. While the Energy/Waste group feels that it is at the end of its process, the Livelihood/Commerce is, at best, half done.
- How can we transfer the energy in the room this morning into participation and buy-in in the towns and the community at large? It was suggested that we use this material to frontload a series of discussions in each town, inviting people to react to these suggestions and to identify their priorities. Should we add a P45, Outreach to Towns.
- We could tailor the language and initiatives for each town. However, there was a concern that this might take away from the Island-wide view. The work on Development/Growth will deal with much of this.
- There is an understanding that many of these concerns are Island-wide and are better dealt with on an Island-wide basis. There is more resistance to an Island-wide approach on Boards of Selectmen than in the community as a whole. We need to reactivate people's interest in an Island-wide approach.
- It would be useful to prepare an Opposition Matrix, identifying what the main obstacles are at all levels (town, state, etc.).
- We should identify the items that don't need political will, because political will might take a lot of time.
- We should go back over the Synthesis Documents to see whether there are other low-hanging fruit that should be pulled out, such as having a streamlined application form for affordable housing.
- We must recognize that the things that can get done quickly probably won't have so much impact. The best stuff will take a lot of time. This is a master plan, so we can think long-term.

The meeting ended at 12:30 p.m.

*Notes prepared by Mark London.*

# Appendix A: Analysis of Guiding Principles and Overall Goals

December 1, 2007 Workshop

		Fully Agree	Agree	Have Concerns	Disagree		
<b>GUIDING PRINCIPLES FOR THE PLAN</b>							
R1	Appreciate that in many areas much is being done, and has been, and incorporate all previous and current intelligence into the plan.	13	16	1	0	The citizenry has to mobilize in face of an obvious crisis.	
R2	Break new ground while incorporating and learning from the best of the past and present.	20	8	0	0		
R3	Emphasize public commitment to bold, achievable, acceptable strategies, rather than mere consensus on goals and policies.	19	9	3	0		
R4	Emphasize the use of a broad range of incentives, projects, and programs, not just regulations.	26	5	0	0		
R5	Recognize that we can invent the future we want; the citizenry has the power to effect change.	26	6	3	0		
R6	Emphasize that all issues and solutions are interrelated, and tease out the connections between the various arenas of inquiry.	17	13	2	0		
R7	Position the Plan as an iterative process that constantly cycles back to re-imagine and adjust, rather than a static reflection of a moment in time.	24	4	5	0		Flexible, yes, but aren't some values fundamental?
R8	Consider the long-term future we want and identify what we have to do in the short and medium term to get there. Look at 2050 as the target date for a fully sustainable community, with milestones at 2010 and 2025.	13	10	10	0		Comments in next line (for formatting reasons)
<p><i>Keep 2050 in our minds, but focus conversation on 2025 or earlier. We probably aren't capable to accurately predict fifty years ahead so why waste time trying. Who would have known fifty years ago how society would be transformed by factors such as the Internet and the energy situation? There are things, presently unknown, that will radically change what we do. The intention is not to predict fifty years, but to prepare for a reasonable range of options. It is also to think about the long-term implications of ongoing actions, and also to open up the possibility of long-term solutions to challenges. The emphasis should be on short and medium-term actions. Having an iterative process will let us adjust to future change.</i></p>							
Possible additional Guiding Principles: - Incorporate governance and implementation considerations. Full commitment to implement as much of the plan as possible.							

		Fully Agree	Agree	Have Concerns	Disagree	
<b>OVERALL GOALS FOR THE VINEYARD</b>						
G1	Use the Island and manage its development in ways compatible with the long-term sustainability and carrying capacities of our environment and community.	24	5	2	0	
G2	Conserve the Vineyard's natural environment, water quality, open spaces, scenic beauty, and habitat.	25	6	1	0	<i>May conflict with G1.</i>
G3	Maintain a community that is economically, culturally, and ethnically diverse.	27	2	2	0	<i>Diversity is not always good; it could be the opposite of community.</i>
G4	Protect the distinct and diverse character of the Island's six towns, while forging a stronger regional perspective for dealing with Island-wide issues.	24	5	2	0	<i>We should be open to a change in character.</i>
G5	Stimulate a vital, balanced, local economy that is more self-reliant and more diverse.	23	1	2	0	<i>Given our small size, there are limits to how much economic development can take place based on import substitution and we should also think about exports.</i>
G6	Sustain our community by addressing housing affordability and the high cost of living.	30	4	1	0	
G7	Concentrate development in town and village areas and limit building in environmentally sensitive areas.	20	11	3	0	<i>Limit the size and speed of growth. There is an implicit suggestion that development would be in existing towns and villages; we should think about creating a few more.</i>
G8	Reinforce compact, mixed-use, walkable town and village centers.	22	7	1	0	<i>Retain ???? goals for environment, water, at local scale.</i>
G9	Ensure that new building is compatible in its scale, siting, and design.	26	4	1	0	<i>The term appropriate would be better than compatible.</i>
G10	Produce as much of our essentials, such as food and energy, as we can, and convert our waste into useful products.	23	7	0	0	

## Appendix B: Analysis of Promising Initiatives

December 1, 2007 Workshop

Ref.	Origin (group)	Promising Initiative	Priority						Concerns	Likely Leader	Interdependencies
			1. Ready to go	2. Start; will take time	3. Needs Work	4. Off the table	Top Priority 1	Top Priority 2			

### INITIAL SET OF PROMISING INITIATIVES

P1	E	Move to becoming an incandescent-free island	18	8	6	0	4	0	<i>The alternatives are not necessarily ready for prime time. There are concerns about the proper disposal of used bulbs, which contain mercury.</i>	Vineyard Energy Project	Waste
P2	E	Require that new pools be solar-heated	22	3	2	5	0	0	<i>This is too limited, too specific, and too low-impact. It is mainly a symbolic way for summer people to contribute, but it is easy to do. Use the</i>	Vineyard Energy Project	
P3	E, H	Adopt a Vineyard Energy Code requiring new construction to be more energy efficient	8	13	7	0	9	5	<i>This should apply to renovations as well; to any project that requires a building permit.</i>	Vineyard Energy Project	
P4	E, H	Require energy audits and upgrades upon property sales	8	17	4	2	0	3	<i>There is a concern that the cost to owners would be a burden. It was suggested that upgrades would only be required for improvements with a short-term payback. There could be a fund to provide low-interest loans that could be paid back out of the energy savings.</i>	Vineyard Energy Project; Cape Light Compact	Housing, real estate business
P5	E	Pursue local, large-scale generation of energy	4	19	9	0	0	2	<i>This is a huge and complex endeavor. What is the feasibility. Though the Edgartown and Aquinnak selectmen are pursuing projects, there is no clear, Island-wide leadership. We need to be clear what it actually means before giving a blank check to go ahead.</i>	Towns; Vineyard Energy Project; Paul will work on identifying a leader.	
P6	E, H	Create an integrated, Island-wide waste conversion system	6	19	7	0	1	6	<i>We should clarify what wastes we are talking about and clarify where the waste would go.</i>	Waste District. Vineyard Conservation Society. The Vineyard Housing Office is working on the building part.	
P7	E	Promote the use of hybrid vehicles	20	6	5	1	1	1	<i>It should say "high-mileage" or "energy-efficient" instead of just hybrids. This could include several specific initiatives such as: encouraging towns to buy these vehicles, offering preferred parking spaces, education, get the VTA to have energy-efficient buses, planning to provide plug-in locations for the coming electric cars.</i>		Transportation. Livelihood and Commerce.
P8	H	Allow an additional accessory affordable housing unit on any property	5	2	20	6	1	2	<i>It should not say "any" property, it should say those that meet certain criteria such as septic capacity, parking, size of lot. It should be discussed as to whether this should be as-of-right or with a special permit. Oak Bluffs and Tisbury allow it by right.</i>	Town Housing Committees, Vineyard Housing Office organizations	Many.

P9	H	Allow multi-unit community housing in certain areas	5	14	14	0	2	1	It should say certain "limited" areas. Define multi-unit. Implies increased density. There already is a lot, is there enough? Residents have to demand that these issues are talked about (also P8)..	Town Housing Committees, Vineyard Housing Office organizations	Many.
P10	E,H	Adopt demolition delay bylaws to encourage house preservation or reuse	12	17	3	0	1	0		Planning Boards	
P11	H	Seek Island-wide cost-sharing methods for infrastructure and services	9	18	7	0	4	9	Water is an obvious issue that crosses town boundaries. How do we do this in light of the political predisposition by Boards of Selectmen to do everything at the town level. This leads to a redundancy of services. Can we achieve greater social equity?	All-Island Selectmen. County. School Committee. Warren Doty.	Water
P12	H,L	Build dormitory housing for seasonal workers	12	6	9	2		1	This kind of housing can be a nightmare (e.g. parties). In some places, it works really well. Establish the need, which might be dwindling. Dorms could be used in relation to education and eco/cultural tourism in the off-season.	Paul Watts. Norman Rankow.	
P13	H	Create continuous-care communities for seniors	2	26	4	0	2	3	Establish the need, which might be dwindling. Who is the audience? Part of aging in place. Include virtual care, providing the ability to remain at home. An important economic growth sector will be supporting the elderly. Having people retire here is the opposite of leakage ("sponging"?) in that it attracts money earned elsewhere to be spent on the Island.	Polly Brown.	Livelihood/Commerce. Social service agencies.
P14	L	Set up an Eco/Cultural Tourism Program	9	14	6	3	0	0	Is this a good use of resources? Can we compete with other destinations. This is already happening. If it becomes too organized, it may become like Disneyland. This is essentially a private initiative; the market can decide.	Sherm Goldstein.	Natural Environment. Transportation. Housing.
P15	L	Create new food production and processing infrastructure	3	20	9	0	0	0	How much structure and regulatory effort will this require?	Agricultural Society. Island Grown Initiative.	Many.
P16	L	Establish a program to encourage local buying and production	26	8	0	0	1	1		Chamber of Commerce. IGI. Needs coalition.	
P17	E,L	Set up a community-owned Island electric utility	0	18	16	0	6	6	Combine with P5. Can production be separated from distribution?		
P18	L	Use incentives and other mechanisms to secure commercial and agricultural land	3	21	6	0	3	1	Separate commercial from residential; combine all agricultural initiatives.	Vineyard Conservation Society. Land Bank. MVC.	
P19	N	Map critical areas for Habitat Protection and Restoration	30	1	0	1	6	1	Lots of work has been done on this topic, but it needs to be pulled together. Identify the minimum viable areas for what we need.	Tom Chase. MVC.	Many.
P20	N	Establish a program allowing long-term voluntary Undevelopment of critical natural properties	15	16	0	0	3	6		Tom Chase. MVC.	Many.

P21	N	Set up an Access Revival Initiative to re-establish public access to open spaces, beaches, and shorelines	10	19	3	0	0	2	How much? Concern about intrusion on private property.	Land Bank (James Lengyel and Bill Veno). Henry Stephenson.	Many.
P22	N	Set up a Roadside Vegetation and Lighting Initiative to enhance rural road character	18	11	3	0	3	3	Big educational effort for public and in schools.	VCS. Relates to MassHighway, Town DPWs, Polly Hill. Linda Sibley.	
P23	N	Establish an Agricultural Lands Initiative	11	15	3	0	8	2	Define it as food-producing farmland.	IGI. VCS. Land Bank. MVC. Agricultural Commission.	
P24	N	Establish a program encouraging and facilitating Landscaping the Vineyard Way	26	4	1	0	2	3	Education. Use affordable housing as demonstration projects.	VCS. MVC. Polly Hill. Carlos Montoya.	Water. Energy. Blue Pages.
P25	W	Complete the Mass Estuaries Project studies of coastal ponds	20	6	2	1	1	1	Contingent on the Commonwealth doing its part.	Bruce Rosinoff. MVC. Towns.	Commonwealth has to do its part.
P26	W	Prepare a summary Wastewater Management Plan	15	13	2	0	2	4		Water Alliance. MVC. Riparian Owners Association.	Housing, Livelihood and Commerce
P27	W	Set up management committees to prepare plans for each coastal pond	20	10	2	0	9	0		Water Alliance. MVC. Riparian Owners Association.	
P28	W	Build stormwater diversions at brooks and harbors	18	11	1	1	0	0		MassHighway. Town DPWs. Conservation Commissions. Brett Stearns.	
<b>ADDITIONAL PROMISING INITIATIVES</b>											
P29	H	Reserve a percentage of wastewater flow for community housing projects.	7	20	7	0	1	0	Reserve existing capacity for future affordable housing. Make clear that this is not about expanding sewage treatment capacity, which could lead to allowing more development.	Boards of Selectmen. Housing committees. Wastewater Commissions. Housing Authority. David Vigneault.	
P30	H	Streamline regulatory review to fast-track affordable/community housing projects with permanent affordability.	11	7	13	0	2	2	Current regulations are not the impediments. The main delays are because unsophisticated applicants's proposals are not complete, and because of opposition of neighbors. Should say "coordinate" rather than fast-track so that the MVC and several boards review happen simultaneously and it takes four months, not eight. An impediment is that planning boards are not convinced of their own rules.	MVC. Island Housing Trust.	Many.



P31	L	Improve workforce and entrepreneurial training to help individuals adjust to the changing work climate and to build entrepreneurial capacity.	3	23	6	0	0	2	What is the need? Who is the audience?	High School. Chamber of Commerce. Town business organizations. MVC.	Housing.
P32	L	Optimize the environment for remote work including communications infrastructure and support services.	4	24	3	0	1	0	How much control can be exercised over providers? Towns have more authority than they currently exercise. West Tisbury has free cable. This includes technology enhancements such as a video conferencing center.	Brian Roberts.	Towns cable committees.
P33	N	Enlarge the Island-wide trail network to include attractive and convenient "greenish" trail links between major destinations, based on a good-neighbor policy.	11	16	3	1	2	1	This should be part of P21. Part of the idea is designing the trail network to allow people to get to town and other destinations. The public is not always courteous about private property.	Leah Smith. Land Bank.	
P34	N	Establish the Vineyard as a food destination, fostering pride in food production and acceptance of associated noise, odors, and other impacts.	9	10	10	5	2	4	The part of the statement dealing with "food destination" is separate from the second part, which is about the right to farm -- let farmers farm. We are a farming culture and should maintain the connection to the land. Own this heritage (seafaring and otherwise). Includes fishing and aquaculture. Embrace farming.	IGI. Agricultural Society. Community-Supported Agriculture. Agricultural Commission. Towns.	
P35	N	Facilitate a campaign to produce, package, distribute and market value-added items from local food products (e.g. jam from strawberries).	10	24	3	0	2	2	Combine with the other agricultural initiatives. Focus on value-added.	IGI. Agricultural Society. Community-Supported Agriculture. Agricultural Commission.	
P36	N	Establish and Island-wide comprehensive plan for adaptations to climate change, including strategies such as using federal funds for undevelopment of vulnerable properties.	3	23	8	0	1	3	Need quantitative data. We don't know when this will happen; it is not something we can complete and hand off; it will require continual planning. Tourist communities along the coast will be greatly affected by climate change.	MVC. Conservation Commissions. Emergency Management. Chris Fried. Wood's Hole Research Center. Chamber of Commerce.	Many.
P37	W	Identify high-density residential areas for nitrogen management	23	10	0	0	1	3		MVC.	Housing. Many.

P38	W	Adopt a science-based definition of nitrogen-sensitive coastal ponds.	20	9	1	0	1	2		MVC. Towns. Boards of Health.	
P39	W	Require stormwater operating and maintenance plans for all projects.	25	6	1	0	0	0		MVC. Planning Boards. Conservation Commissions. Town DPWs Bret Stearns.	
P40	E	Create a building materials reuse facility to accommodate, sort and convert materials; direct converted materials to "best use" facility.	11	18	1	0	4	4	Combine with P6.	Waste District. Vineyard Conservation Society. The Vineyard Housing Office is working on the building part. Don Hatch.	
P41	E	Create an Island Energy Board.	12	11	7	1	0	4	De we need to create another layer of bureaucracy; can we work with what we've got? Energy committees are being created in each town. Should be a result, not a cause of what we're working on. Should be a coalition, not an authority.	Vineyard Energy Project	Town energy committees. County.
P42	E	Create an Island Energy Fund.	5	13	10	0	1	1	Could be like the housing fund? What is the mechanism? In Aspen, property owners who cannot mitigate contribute to the fund that is then used to pay for other energy measures.	Vineyard Energy Project.	
P43	H	Pass the Housing Bank Legislation.	26	2	1	0	7	5	Need greater local education to prepare for a vote.	Richard Leonard.	
P44	E	Increase energy efficiency in existing buildings.	12	16	2	0	2	3	The aim is, after an audit, to give people the technical ability to go do it. TRI does this in Oak Bluffs.	Vineyard Energy Project.	