

## ASSIGNMENT:

Conduct a participatory process to create a *Sustainable Management Structure* “SMS” for downtown Nantucket with the goal: *Make the downtown business district more accessible more often to more people.*

### PROCESS:

**ACKTOWN Office Opened** – October 2012

**Steering Committee** – 14 members from businesses, non-profits, and the municipality met bi-monthly

**Consortium of Organizations and Agencies** – Participated and were regularly consulted

**Focus Groups** – Assembled year-round community voices from homeowners, renters, and business owners

**Public Outreach** – Surveys and an island-wide contest gathered additional input

**Expert Research and Analytics** – From renowned companies and university professor

## FINDINGS:

### What does this Sustainable Management Structure “SMS” need to do?

- **Create more reasons for being downtown**  
*e.g.: Retail offerings*—product sampling, expanded operating season and hours of operation, event-related merchandise and pricing specials. **Increase arts, entertainment, recreation**—enhance existing events; create new media worthy events.
- **Support efforts aimed at getting to and from downtown easier and safer**  
*e.g.: Public transit enhancements*—hours of operation/incentives for use and further explore remote parking. **Expand concierge services. Unify bike path connections.**
- **Use and add public spaces to serve community needs**  
*e.g.: Create activities*—music and readings in pocket parks and non-traditional locations. **Create more gathering space**—Advocate for continued Land Bank acquisitions downtown.
- **Coordinate services, events and experiences for residents, visitors, business owners and non-profits**  
*e.g.: Unify resources*—coordinate a comprehensive calendar, marketing plan and website. **Enhance island experience**—hospitality training, “brand ambassadors”.
- **Establish a better working relationship between residents, businesses and municipality**  
*e.g.: Communicate regularly*—with a full time voice to help community and municipality effect change on issues like entertainment licenses, parking regulations. **Pro-active public/private partnerships**—on-island and off-island.

### What will this “SMS” look like?

- **Merge/repurpose existing organizations** — Visitor Services, Parks & Recreation, and Chamber of Commerce into a new consolidated entity.
- **Create a new entity** — To coordinate with Visitor Services and Chamber of Commerce.

### How can this “SMS” be funded?

- **Town Dollars** — Room tax and other potential visitor driven revenue
- **State Dollars** — Massachusetts Office of Travel and Tourism (MOTT) funding through Chamber of Commerce
- **Business Improvement District -or- BID** — Additional assessment on property owners within the district
- **Promotion/Events** — Profits go to support the “SMS”

## RECOMMENDATIONS:

CONSOLIDATE ENTITIES

TEST SMALLER EVENTS  
IN SUMMER & FALL  
2013

ORCHESTRATE A LARGER  
EVENT IN 2014  
SHOULDER SEASON

A report of ACKTOWN’s process and the analysis to support these findings is available at: [www.acktown.com](http://www.acktown.com).