

Why Create a Single, New Entity on Nantucket?

Enhance Recreation and Tourism via Economic Development

FUNDING

Key Topics + Considerations	PROS	CONS
Municipal and State Funding <ul style="list-style-type: none"> • Rooms Tax • MOTT • TON • Meals Tax (1) 	Municipal funds contribute to G+A expenses of new, non-profit organization and funds activities currently restricted by MOTT (state) regulations. Combined budget estimated at \$1.1MM (2).	Submission for state funding (MOTT) occurs annually, is not set and has restrictions for use. Municipal funding could also be reduced after term of initial agreement.
Membership <ul style="list-style-type: none"> • Chamber • Non-Business (3) 	Membership revenues provides an opportunity to secure more matching funds from MOTT. Delivers +/- 600 active stakeholders (current Chamber membership). Chamber can co-exist if required under new entity.	Requires separate accounting mechanism, a dedicated staff member and redefined membership benefits. Other merged entities have solved for this.
Non-Profit Status (Private) <ul style="list-style-type: none"> • 501 C3 • 501 C6 	Enables organization to procure sponsorships and contributions from businesses, other non-profits and residents thus enhancing the products and services delivered.	Must be done in compliance with local, state and federal bylaws and not jeopardize existing funding. May compete with existing non-profits for sponsorship.
Financial Reporting	Municipality involvement creates greater public review. Delivers enhanced visibility and promotes participation by the community-at-large.	Increases reporting criteria and federal filing adding operating expense.

1). Meals Tax currently directed to General Funds and not included in calculation.

2). 2013 Chamber budget + 2014 NVS + 2013 Park & Recreation.

3). Non-business memberships in place in similarly merged organizations.

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ORGANIZATION

Key Topics + Considerations	PROS	CONS
Staffing	Enhances services based on current staffing models and seasonal workloads. Adds / re-purposes key positions required for a successful and sustainable organization.	Risk of establishing a non-performing single entity “all eggs in one basket”.
Private Sector Designation	Beneficial to recruitment and retention, procurement processes and the establishment of effective internship programs.	Elimination of one department currently funded by the municipality. Full-time employees could be absorbed by the new, private entity.
Board / Oversight	A single Board / Commission will benefit both the public and private sectors. Composition of the Board of Directors would be determined by bylaws (to be created).	Board / Commission should include at-large members of the town’s Economic Development and Planning Commission which may require disclosure or TON bylaw review.
Infrastructure / Other	Organization would benefit from space re-allocation and other cost reductions (G+A). 501C3 and 501C6 designation provides access to other in-kind contributions and discounts benefitting the organization.	Current Chamber lease and other town building implications may exist.

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PRODUCTS & SERVICES

Key Topics + Considerations	PROS	CONS
Park & Recreation	Moving to a private 501c3 designation should deliver additional funding by island businesses and residents to support recreation and “town-sponsored” events on Nantucket.	“Creating and managing recreational programs” is currently unfunded. Plan seeks reinstatement of 2013 Park & Recreation funding levels (\$140,000)
Visitor Experience	Additional funding, year-round staffing enhancements and non-profit designation will contribute to better communication, coordination, visibility, products and services.	Larger organization could distract from direct visitor interaction.
Event Management <ul style="list-style-type: none"> • Affordable / Free • Accessible to Residents 	Events support economic development and the expressed lifestyle interests of year-round residents. Any and all event revenue can be redirected into additional product and services.	As with events of all sizes, there are risks and liabilities. These must be managed satisfactorily for all invested / involved entities.
Advocacy <ul style="list-style-type: none"> • Ombudsman position • More efficient mechanism 	Establishing an advocacy voice charged with representing the wants and needs of residents, businesses and non-profits enhances ongoing communication with the municipality.	Potential conflict with municipal funding.

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MARKETING / MISCELLANEOUS

Key Topics + Considerations	PROS	CONS
Marketing and Advertising	One website. One phone bank. Better development and execution of targeted ad plans. Increased use of PR Newswire. Aligning services to visitors and special events. Enhanced analytics. Private sector coordination.	Understanding and managing the role of Board / Commission in marketing communication planning and execution.
Off-Island "Welcome Centers"	Creating visibility to Nantucket's rich history, sense of community and environmental fragility before visitors arrive will enhance the experience and create responsible, temporary stakeholders.	Maintenance and peak season staffing adds cost (can be offset by private sector contributions).