

Strategic Outcome: Community Prosperity

Initiative: Review intended outcomes of the Economic Development Strategic Plan (EDSP) and ensure Economic Development Outcomes are properly aligned with tools and strategies.		Deadline:	Person(s) Responsible: City Manager, MDC, Montpelier Alive, Community Development, DPW, Planning (permit)	Priority: Top
<ul style="list-style-type: none"> Actively pursue businesses and employees Update tax stabilization policy to reflect current priorities Explore alternative development incentives 				
Problem being solved/Opportunity being seized: Lack of jobs, vacant storefronts, underutilized space		How do we measure success? Increased jobs, use of space		
Action Items		Deadlines	Person Responsible	Notes
Revise tax stabilization policy		01/01/2019	City Manager/Finance	
Create goals and measures for MDC		01/01/2019	City Manager/MDC	
Report on Permitting Processes (permitting approvals/disapprovals, timelines, etc.)		09/01/2018	Community Development	
Utilize TIF program for applicable projects		11/15/2018	City Manager/DPW	
Compile inventory of all economic development programs		12/01/2018	Planning	
Restructure Revolving Loan Funds		02/01/2019	Community Development/Finance	
Initiative: Develop a plan for implementing a Living Wage requirement in Montpelier.		Deadline:	Person(s) Responsible: HR	Priority: Top
<ul style="list-style-type: none"> Require livable wage for all City contracts Explore City minimum wage 				
Problem being solved and opportunity being seized: Ensuring better wages and benefits for all, starting with the City		How do we measure success? Full report to City Council w/rec.		
Action Items		Deadlines	Person Responsible	Notes
Written report on implementing a Living Wage requirement.		01/01/2019	City Manager/ HR/Equity Committee	Gather facts - overview of current living wage policy - who is included, who isn't, what are standards for living wage? Legality, Davis Bacon wage, estimate of fiscal impact, review current policy, define scope, examples in other communities. What contracts do we have that might be included?
Provide legal opinion on enacting City minimum wage		01/01/2019	City Manager/ HR	
Initiative: Incentivize landlords to fill store fronts.		Deadline:	Person(s) Responsible: City Manager/MDC	Priority: High
Problem being solved/Opportunity being seized:		How do we measure success?		
Action Items		Deadlines	Person Responsible	Notes
Recommend what, if any, incentives may be effective for filling storefronts		01/01/2018	City Manager/MDC/MA	Partner with MDC to contact property owners; Consider Increased DID tax for long-term vacant buildings; Communicate grant opportunities to building and business owners

Strategic Outcome: Environmental Stewardship

Initiative: Develop resilient designs and standards for addressing stormwater issues.	Deadline:	Person(s) Responsible: DPW, Tree Board, Conservation Commission, Finance, Planning	Priority: Top
Problem being solved/Opportunity being seized: Resiliency, clean water, meeting legal standards, balanced budget	How do we measure success? Phosphorus reduction, erosion reduction, debris management, compliance		
Action Items	Deadlines	Person Responsible	Notes
Establish baseline (stormwater report)	11/01/2018	DPW	Include progress to date
Quantify funding needs and possible sources for specific projects	11/01/2018	DPW/Finance	
Implement Municipal facility best practices	12/01/2018	DPW/Trees	Explore private property solutions and public education with Conservation Commission Coordinate all CIP projects to improve existing stormwater system where possible Identify and repair damaged sewer lines to minimize infiltration/exfiltration Explore hydroponic storm water gardens in conjunction with CSOs Encourage prop. Owners to develop their own buffer zones to minimize storm water runoff - even a 1 ft. strip of grass helps Maintain healthy trees in right-of-way and on city lands helps mitigate stormwater/flood issues green infrastructure, rain gardens, replace boards with buffers (i.e. Blanchard lot could be a row of selective trees)etc.

Initiative: Develop a comprehensive plan and strategy for achieving Net Zero goals.	Deadline:	Person(s) Responsible: DPW, MEAC, Assessor, Finance, Parks/Trees	Priority: High
Problem being solved/Opportunity being seized: Reduce carbon footprint	How do we measure success? Achieving Net Zero		
Action Items	Deadlines	Person Responsible	Notes
Upgrade remaining street lights to LED (budget item)	11/01/2018	DPW	
Update district heat summer operation by discontinuing or install solar hot water drainback system to supplement summer heating demand in DH loops	01/01/2019	DPW	Discontinue or install solar hot water drainback system to supplement summer heating demand in DH loops
Consider Net Zero fund to pay for projects through a benefit charge	11/01/2018	Council/Finance	
Use local ash trees being removed and hazard tree materials for use home heating and/or lumber uses.	12/01/2018	Parks/Trees	Establish location and system, ensure safety
Install energy efficiency measures in our current buildings (windows, insulation, doors)	Begin immediately	Facilities	
Ensure any new city facility or significant renovation meets Net Zero goals	Begin immediately	DPW/facilities	

Strategic Outcome: Environmental Stewardship

Initiative: Ban plastic bags.	Deadline:	Person(s) Responsible: City Manager, Priority: High Planning, MBA, MDC, Conservation Commission, MEAC	
Problem being solved/Opportunity being seized: Too much plastic! Ruining the oceans and earth	How do we measure success? Reduce in use of plastic bags in Montpelier		
Action Items Draft charter change (and possibly draft an ordinance) Make Decision whether to proceed	Deadlines Begin immediately 12/15/2018	Person Responsible City Manager/CC/MEAC Council	Notes Research the ban in other communities, hold public info. session, educate public, consider other single use plastics, seek grants

Strategic Outcome: Inclusive, Equitable, and Welcoming Community

Initiative: Consider non-citizen voting charter change.	Deadline:	Person(s) Responsible: City Clerk	Priority: Top
Problem being solved/Opportunity being seized: Non-citizen residents want to be more involved	How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes
Conduct Informational meetings	Immediate	Clerk	
Prepare report for public and council addressing key questions and answers	09/01/2018	Clerk	
Ballot petition (expected) certified	10/09/2018	Council	

Initiative: Make tenant rights more apparent. Clearinghouse with info on who to call and what is not ok.	Deadline:	Person(s) Responsible: City Manager, CS, Planning (building inspector, permit)	Priority: High
Problem being solved/Opportunity being seized: Complaints from tenants regarding unsafe/insecure housing; tenants unsure of rights	How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes
Post resources on website for renters and landlords	09/01/2018	City Manager/CS/ Planning	Clearly identify areas of city responsibility and city role. Provide links to State handbook, housing partners, CVOEO housing manual.
Have hard copies of manuals available for renter and landlords	09/01/2018	City Manager/CS/ Planning	
Conduct public outreach when resources are available	09/01/2018	City Manager/CS/ Planning	Social media, press release, non-profits, place in businesses, Welcome to Montpelier packets

Initiative: Establish a racial and social justice committee, host racial and social justice workshops.	Deadline:	Person(s) Responsible: Community Services	Priority: Other
Problem being solved/Opportunity being seized:	How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes
Establish charge for committee and appoint members. Invite school participation?	08/15/2018	Council	
Provide summary of current demographics	08/15/2018	City Manager	
Conduct community workshops if desired by Equity Committee and approved by Council	As approved by Council	Committee	

Initiative: Get wayfinding signs done - make it easy to find what we have.	Deadline:	Person(s) Responsible: DPW, Montpelier Alive	Priority: Other
• Wayfinding signs and apps implementation	How do we measure success?		
Problem being solved/Opportunity being seized: Improve pedestrian environment, solving navigational challenges (peds, bikes and vehicles), strengthening attraction information, promoting our City sites and businesses	How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes
Approve plan	03/01/2019	DPW/Montpelier Alive/Council	Obtain State approval of plan Obtain local approval of plan Secure funding source(s) Implementation schedule

Strategic Outcome: Sustainable Infrastructure

Initiative: Complete streets.		Person(s) Responsible: DPW / Planning		Priority: Top
Problem being solved/Opportunity being seized: comply with state law & community desire, consider all modes of transportation equally		Deadline:		
How do we measure success? % of streets matching recommendation		Person(s) Responsible: DPW / Planning		
Action Items	Deadlines	Person Responsible	Notes	
Present Complete Streets Plan, get approval	12/01/2018	DPW, Planning	Prioritize plan for all streets	
Recommend potential funding sources	12/01/2018	Finance	Identify, plan and report on maintenance implications	
Present implementation schedule	12/01/2018	DPW	Stand alone or coordinated projects Include projects as part of CIP and planning improvements	

Initiative: Water Resources Recovery Facility (WRRF) plan for future bonding (Phase 1)		Person(s) Responsible: DPW		Priority: Top
Problem being solved/Opportunity being seized: Aging infrastructure, phosphorus management & potential for lost revenue/ Organics to Energy & Net Zero		Deadline:		
How do we measure success? Project scope decision, project development and completion		Person(s) Responsible: DPW		
Action Items	Deadlines	Person Responsible	Notes	
Bond decision in Sept.	08/22/2018	DPW/Finance/Council		
Explore and report on all generation opportunities (including energy partners)	08/22/2018	DPW/ MEAC		

Initiative: Address deferred maintenance to achieve steady state for municipal infrastructure.		Person(s) Responsible: DPW		Priority: High
Problem being solved/Opportunity being seized: Substandard street PCI, undersized and outdated water mains, outdated and failing storm and sewer systems, CSO compliance		Deadline:		
How do we measure success? Continue to make steady progress with no further deferment. 70 PCI		Person(s) Responsible: DPW		
Action Items	Deadlines	Person Responsible	Notes	
Report on PCI targets as to meeting minimum standards (budget work)	11/01/2018	DPW		
Conduct annual projects based on water and sewer master plan	On-going	DPW		
Fund and comply with long term control plan for CSO elimination	On-going	DPW	Address storm and sewer interconnections Address deferred maintenance of City Buildings (City Hall roof, Public Works Garage)	
		DPW		
		DPW/ Buildings	Disconnect Roof Drains (CDO): Develop plan and funding strategy	
		DPW	Regularly publicize results	
		DPW		

Strategic Outcome: Sustainable Infrastructure

Initiative: Work with State and Rail to plan for a commuter rail.	Deadline:	Person(s) Responsible: Planning	Priority: Other
Problem being solved/Opportunity being seized: Finding potential alternative transportation options, reducing downtown parking demand	How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes
Apply for funding to investigate feasibility of commuter rail	Immediate	Community Development	If successful hire consultant to develop report.

Initiative: Prioritize non-fossil fuel-based vehicles in equipment plan.	Deadline:	Person(s) Responsible: DPW, MPD, Parks (depts with alternative vehicle options), Finance	Priority: Other
Problem being solved/Opportunity being seized: Hedge City from volatile fuel market, reduce environmental impact from CO2 emissions	How do we measure success?		
	Fleet conversion as possible with little to no impact on performance or fleet service		
Action Items	Deadlines	Person Responsible	Notes
Evaluate compatible fuel match for existing fleet (budget)	01/01/2019	DPW/PD/FD	Conduct research (available alternatives, pros/cons)
Determine cost and explore funding options (budget)	01/01/2019	DPW/PD/FD	
Implementation schedule (full or partial fleet) (budget)	01/01/2019	City Manager/Finance	
Seek grants for EV charging stations on city property	08/01/2018	Finance/Comm. Devel.	

Strategic Outcome: Thoughtfully Planned Built Environment

Initiative: Increase park land and recreational play areas throughout the City.		Deadline:	Person(s) Responsible: Parks, Finance	Priority: Top
<ul style="list-style-type: none"> • Have a park/playground south of the river • Increase park area • Expand parks throughout the City – family play areas 				
Problem being solved/Opportunity being seized: Unequal access to parks throughout city.		How do we measure success? Park within 10 minute walk from each neighborhood		
Action Items	Deadlines	Person Responsible	Notes	
Create Official Map	12/01/2018	CS, Planning (Official M)	Seek funding to implement Green Print	
Develop plan to improve existing riverfront access from gateway, MHS, bike path, rec. field, etc.	01/01/2019	CS	Explore a municipal current use tax or recreation discount	
Complete feasibility study of 55 Barre and potential Community Center; improved indoor play areas	10/01/2018	CS		
		Finance		

Initiative: Shared use path construction.		Deadline:	Person(s) Responsible: DPW	Priority: Top
Problem being solved/Opportunity being seized: Improving recreational and transportation alternatives		How do we measure success? Construction completion, connectivity, econ. dev.		
Action Items	Deadlines	Person Responsible	Notes	
Award construction contract	Immediate	DPW	Identify future maint. Needs and costs; promote use and river access opportunities; identify future enhancements/amenities	
Manage project	Immediate	DPW		

Initiative: Barre-Main Corridor Study.		Deadline:	Person(s) Responsible: DPW/Planning	Priority: Top
Problem being solved/Opportunity being seized: Safety, congestion, incomplete street.		How do we measure success? Completion of study		
Action Items	Deadlines	Person Responsible	Notes	
Receive study	12/01/2018	DPW	Explore funding	
Provide plan for implementation	03/01/2019	DPW	Receive alternative designs & present them to the public	
			Receive final study with short term and long term recommendations	
			Identify and possibly implement temporary demonstration projects which reflect aspects of alternative designs	
			Fund storm water operational permit fee and inspection	
			Conduct public hearing	

Strategic Outcome: Thoughtfully Planned Built Environment

Initiative: 1 Taylor Street.		Deadline:	Person(s) Responsible: City Manager's Office, Finance, DPW, Planning	Priority: Top
Problem being solved/Opportunity being seized: Lack of transportation hub, insufficient housing, multi-use path connectivity		How do we measure success? Construction, completion, housing, connectivity		
Action Items	Deadlines	Person Responsible	Notes	
Construction	08/01/2018			
Develop and fund maintenance plan	04/01/2019			
Provide for future rail integration	08/01/2018			

Initiative: Address short- and long-term parking strategies.		Deadline:	Person(s) Responsible: City Manager's Office, MPD, Planning	Priority: Top
Problem being solved/Opportunity being seized: Loss of parking during construction, lack of sufficient and strategically located parking		How do we measure success? Creating alternate parking opportunities, 85% occupancy		
Action Items	Deadlines	Person Responsible	Notes	
Balance demand and supply management	10/01/2018		Partner with State	
Find places for public and employees to park	10/01/2018		Consider shuttles, remote parking areas	
Short term city staff parking incentive	01/01/2019		Public education on alternative transportation Seeking alternative transportation Explore reverse angle parking Explore incentives for alt. transp. use	

Initiative: Capitol Plaza parking garage decision.		Deadline:	Person(s) Responsible: City Manager	Priority: Top
Problem being solved/Opportunity being seized: Lack of parking, opportunity to add garage, facilitate econ. dev.		How do we measure success? Decision made		
Action Items	Deadlines	Person Responsible	Notes	
Make recommendation to Council	08/22/2018	City Manager	Consider appearance	
Funding pro forma	09/11/2018	City Manager/Finance		
Make decision	09/11/2018	Council		

Strategic Outcome: Housing

Initiative: Develop a strategy to address housing shortage and ensure housing for all incomes and stages of life.		Deadline:	Person(s) Responsible:	Priority: Top
Problem being solved/Opportunity being seized: Housing shortage/insecurity		How do we measure success? 150 new housing units for all ranges		
Action Items	Deadlines	Person Responsible	Notes	
Complete housing strategy for Master Plan	03/01/2019	Planning		
Partner with developers; use TIF and other options to spark housing projects	On-going	City Manager/MDC		
Improve rental prop. quality through voluntary inspection program	02/01/2019	Planning		
Consider buying land to provide housing options	03/01/2019		Use Montp. Foundation and others to solicit bequests of property when appropriate	
Include Smart Growth policies in Master Plan	03/01/2019	Planning	Consider multi-fam dwelling conversions through tax incentives Explore landlord incentives Focus efforts on downtown and repurposing existing residential buildings	

Initiative: Work with property owner to create a plan for housing in Sabin's Pasture		Deadline:	Person(s) Responsible:	Priority: High
Problem being solved/Opportunity being seized:		How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes	
Consider the following tools:				
Support mixed use, including commercial if needed, to incentivize development	Immediate			
Subsidize infrastructure support through TIF	September 2018 (VEPC)			
Consider purchasing Sabins for housing and open space	06/01/2018			

Strategic Outcome: Public Health and Safety

Initiative: Proactively address drug issues.		Deadline:	Person(s) Responsible: PD, CJC, CS	Priority: Top
Problem being solved/Opportunity being seized: Drug addiction, crime, domestic violence, negative community impact		How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes	
Develop substance abuse prevention efforts and parenting networks in collaboration with Montpelier Schools	01/01/2019	CS		
Seek funding to expand COSA model to work with DCF families	02/01/2019	CJC		
Prepare a written profile of community drug use profile, families in need, income demographics	11/01/2018	City Manager		
Publicize information on resources available/public events	09/01/2018	City Manager		
Initiative: Develop a policy and strategy for implementing body-worn cameras in Montpelier Police Department.		Deadline:	Person(s) Responsible: PD, Finance/Tech	Priority: Other
Problem being solved/Opportunity being seized:		How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes	
Draft policy	10/01/2018	PD Finance/PD/Tech	Identify funding needed Storage - how long, where, privacy, destruction, etc.	

Strategic Outcome: Responsive and Responsible Government

Initiative: Update City ordinances to ensure enforceability and develop strategies to ensure compliance. Unenforced ordinances should be eliminated or modified to be enforceable.	Deadline:	Person(s) Responsible:	Priority: Top
Problem being solved/Opportunity being seized: Outdated ordinance, lack of resources to enforce, inequity of regulation	How do we measure success?	Everyone	
	Updated, logical, enforceable ordinances		
Action Items	Deadlines	Person Responsible	Notes
Review ordinances, present recommendations to Council	01/01/2019	Everyone	
Include restorative justice options, where appropriate	Begin immediately; 1/1/2019	CJC	
Address enforceability	Begin immediately; 1/1/2019	City Manager / PD	
Initiative: Maintain existing service levels.	Deadline:	Person(s) Responsible:	Priority: Top
Problem being solved/Opportunity being seized: Continue to meet residents' needs	How do we measure success?	Everyone	
Action Items	Deadlines	Person Responsible	Notes
Implement Envisio Software to track performance	08/01/2018	City Manager	Training, develop measures
Initiative: Budget parameters align with service expectations.	Deadline:	Person(s) Responsible:	Priority: Top
Problem being solved/Opportunity being seized: Prior budget limits not sustainable to maintain services	How do we measure success?	City Manager, Finance	
Action Items	Deadlines	Person Responsible	Notes
Conduct workshop with Council about expectations and priorities	10/10/2018	City Manager/Finance	
Reinstitute budget survey for Council	10/10/2018	City Manager/Finance	
Initiative: Encourage more resident engagement with government.	Deadline:	Person(s) Responsible:	Priority: Other
Problem being solved/Opportunity being seized:	How do we measure success?	City Manager, Community Services	
Action Items	Deadlines	Person Responsible	Notes
Prepare formal Communications strategy	09/01/2018	City Manager	Improve social media posts
Build on use of Community Services communications to engage residents	09/01/2018	CS	FPF posts on City Council meetings
Implement public dashboard of Envisio	10/10/2018	City Manager/CS	Allow community suggestions via form submissions Weigh the pros and cons of See Click Fix Community Services job fair
Initiative: Revise the investment policy to align with shared values.	Deadline:	Person(s) Responsible:	Priority: Other
• Draft City investment plan that reflects our shared values		Finance	
Problem being solved/Opportunity being seized:	How do we measure success?		
Action Items	Deadlines	Person Responsible	Notes
Recommend policy	09/12/2018	Finance	