

**Strategic Outcome: Community Prosperity**

Montpelier's robust local economy, strong job market that pays living wages, and rich quality of life draws and sustains a diverse community of all ages. We recognize that to be prosperous, our community must care for the physical and mental well-being of all residents.

**Initiative: Articulate an economic development philosophy that is aligned with the values of the Governing Body**

**Person(s) Responsible: City Manager, Finance, MDC**

**Problem being solved/Opportunity being seized:** Encouraging economic growth without abandoning our values

**How do we measure success?**  
Business licenses, lot revenue, employment data, vacancy

**Action Items**

**Deadlines**

**Person Responsible**

Revise tax stabilization policy

July 2019

City Manager, Finance

Restructure Revolving Loan Funds

Sept 2019

Community Development, Finance

Review intended outcomes of the Economic Development Strategic Plan (EDSP) and ensure Economic Development Outcomes are properly aligned with tools and strategies

Sept 2019

City Manager, Finance, MDC

**Strategic Outcome: Environmental Stewardship**

Montpelier ensures a healthy environment that supports long term public health and economic vitality using technology, resources, knowledge and skills to conserve, protect and nurture our community including air, water, soil and varied natural habitats.

**Initiative: Develop resilient designs and standards for addressing stormwater issues.****Person(s) Responsible:** DPW, Finance, Planning, Conservation Commission**Problem being solved/Opportunity being seized:** Resiliency, clean water**How do we measure success?** Phosphorus reduction, erosion reduction, debris management, compliance**Action Items****Deadlines****Person Responsible**

Implement financial strategy to eliminate CSO

Oct 2019

DPW, Finance

Implement municipal facility best management practices

Ongoing

DPW

Implement SWMP recommendations

Ongoing

DPW

Public education outreach

Ongoing

Conservation Commission, DPW

Encourage private property initiatives per SWMP

Conservation Commission, Friends of Winooski, DPW

Develop strategies to eliminate roof drain connections

Oct 2019

DPW

**Initiative: Develop a comprehensive plan and strategy for achieving Net Zero goals.****Person(s) Responsible:** DPW, MEAC, Assessor, Finance, Parks/Trees**Problem being solved/Opportunity being seized:** Reduce carbon footprint**How do we measure success?** Achieving Net**Action Items****Deadlines****Person Responsible**

Submit Planning Grant application for Net Zero Plan

Oct 2019

Planning

Ensure any new City facility or significant renovate meets Net Zero goals

Ongoing

Facilities

Upgrade remaining street lights to LED

Ongoing

DPW

Pursue energy efficiency and disclosure policy

Aug 2019

MEAC

## Strategic Outcome: Environmental Stewardship

<b>Initiative: Support Face the River efforts</b>		<b>Person(s) Responsible: Parks</b>
<b>Problem being solved/Opportunity being seized:</b> Reversing historic neglect of riverfront properties.	<b>How do we measure success?</b> More river access points	
<b>Action Items</b>		
Complete a river front master plan	July 2019	Parks
Build Confluence Park	July 2019	Parks
Study possible dam removal	July 2019	Parks
<b>Initiative: Prioritize non-fossil fuel based vehicles in equipment plan</b>		<b>Person(s) Responsible: DPW, MPD, FD, Rec., Parks</b>
<b>Problem being solved/Opportunity being seized:</b> Reduce carbon footprint	<b>How do we measure success?</b> Number of non-fossil fuel based vehicles	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Provide report on alternate fuel options	June 2019	DPW, MPD, FD, Parks, Rec.
Budget for proposed changes	December 2019	Finance
Pilot program for biodiesel if available	July 2019	
Transition PD fleet HEV	Summer 2019	Police
<b>Initiative: Improve/expand public transportation options</b>		<b>Person(s) Responsible: Planning &amp; Community Development, City Manager, MTIC</b>
<b>Problem being solved/Opportunity being seized:</b> Reduce vehicular traffic in downtown	<b>How do we measure success?</b>	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Determine feasibility of commuter rail options	June 2019	Planning/CD/MTIC
Support State's micro transit initiative	June 2019	City Manager, CD, MTIC, Finance
Make new transit center operational for bus service	June 2019	City Manager, DPW

**Strategic Outcome: Inclusive, Equitable, and Welcoming Community**

Montpelier is a community where all people experience positive connection and personal agency. We are intentional in our effort to create community by establishing policies, projects and events that ensure inclusive representation, accessibility for all, equity, and the expectation that people are treated with dignity and respect.

<b>Initiative: Consider a Living Wage/Socially Responsible Contracting requirement in Montpelier.</b>		<b>Person(s) Responsible:</b> City Manager, HR, Finance, SEJAC
<b>Problem being solved/Opportunity being seized:</b>	<b>How do we measure success?</b>	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Draft ordinance	August 2019	City Manager
Provide legal opinion	August 2019	City attorneys
Provide staff report	August 2019	DPW, Finance, HR, City Manager, SEJAC

<b>Initiative: Consider Americans with Disabilities Act Transition Plan</b>		<b>Person(s) Responsible:</b> City Manager, DPW, ADA Committee
<b>Problem being solved/Opportunity being seized:</b>	<b>How do we measure success?</b>	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Present proposed ADA transition plan	May 2019	DPW, ADA committee
Adopt proposed ADA transition plan	August 2019	DPW, ADA committee
Budget for necessary improvements	December 2019	City Manager

**Strategic Outcome: Sustainable Infrastructure**

The City consistently commits sufficient funds to provide and maintain a reliable, functional infrastructure that meets the diverse needs and demands of the public and optimizes the design life of city assets. This commitment includes employing and supporting dedicated and knowledgeable staff and supplying them with the tools and resources they need to adapt to a changing climate.

<b>Initiative: Back to Basics</b>		<b>Person(s) Responsible:</b> DPW, Manager, Finance
<b>Problem being solved/Opportunity being seized:</b> Substandard street PCI, undersized and outdated water mains, outdated and failing storm and sewer systems, CSO compliance	<b>How do we measure success?</b> Make steady progress with no further deferment, 70 PCI	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Complete annual projects based on water and sewer master plan		DPW
Fund and construct Wayfinding Project	October 2019	
Supplemental funding: grants, lobbying, rate adjustments, creative funding		Manager, Finance, DPW
Develop a comprehensive asset and infrastructure maintenance and financing plan that address capital and operating needs.	November 2019	DPW, Finance

<b>Initiative: Complete Major Projects</b>		<b>Person(s) Responsible:</b>
<b>Problem being solved/Opportunity being seized:</b>	<b>How do we measure success?</b>	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Complete One Taylor St/Taylor Street Projects	December 2019	
Complete Shared Use Path Project	December 2019	
Begin Construction of Parking Garage		
Make Decision on Recreation Center	Nov 2019	City Manager, Facilities, Rec

**Strategic Outcome: Thoughtfully Planned Built Environment**

Montpelier is the state capital and is an important commercial and residential hub in Central Vermont. Thoughtful planning incorporates human centered design that blends modern and historic elements and ensures the vitality of our downtown, residential neighborhoods, and parks. All modes of transportation are balanced to keep our community safely and efficiently in motion. Public spaces and private developments animate infrastructure and incorporate environmentally responsible features that contribute to our unique sense of place.

**Initiative: Increase parkland and recreational play areas throughout the City.**

**Person(s) Responsible:** Parks, Finance

**Problem being solved/Opportunity being seized:** Unequal access to parks throughout city. **How do we measure success?** Parks within 10 minute walk from each neighborhood

Action Items	Deadlines	Person Responsible
Complete Green Print	Nov 2019	Parks
Develop Coniff property	Nov 2019	Parks
Complete Parks master plan	Nov 2019	Parks

**Initiative: Complete City Plan**

**Person(s) Responsible:** Planning, DPW, MTIC

**Problem being solved/Opportunity being seized:** Comprehensively plan for projects and policies for the city's future **How do we measure success?**

Action Items:	Deadlines	Person Responsible
Complete required chapters for City Plan	June 2020	Planning
Coordinate all related plans (Barre/Main, Downtown, Riverfront, Montpelier in Motion, Complete Streets, Stormwater, etc)		Planning, DPW
Grant Fund Application for Barre/Main	June 2020	DPW, Planning, MTIC

**Strategic Outcome: Thoughtfully Planned Built Environment**

<b>Initiative:</b> Bold approach to Downtown Master Plan		<b>Person(s) Responsible:</b> Planning, DPW, Finance, City Manager
<b>Problem being solved/Opportunity being seized:</b> Optimize use of downtown space for future needs and demands.	<b>How do we measure success?</b>	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Complete Downtown Master Plan	March 2020	Planning
Create schedule for completing designed projects	June 2020	DPW
Identify funding source for projects	Ongoing	Planning, DPW, Finance

**Strategic Outcome: More Housing**

Montpelier has sufficient housing opportunities for people at all income levels who wish to live in our community. Housing is safe, healthy, accessible, energy efficient and fits a variety of lifestyles and housing choices. Critical community resources such as parks, schools and services are accessible to our vibrant neighborhoods.

<b>Initiative: Develop a strategy to address housing shortage and ensure housing for all incomes and stages of life.</b>		<b>Person(s) Responsible:</b> Planning, MDC, City Manager
<b>Problem being solved/Opportunity being seized:</b> Housing shortage/insecurity	<b>How do we measure success?</b> More housing for all	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Apply for ADU grant	May 2019	Community Development
Implement Accessory Dwelling Unit program	Fall/Winter 2019	Planning
Inventory/survey of rental properties	Sept 2019	City Manager, MDC
Fund Housing Trust Fund	Dec 2019	Finance

<b>Initiative: Approve a Sabin's Pasture housing and development plan</b>		<b>Person(s) Responsible:</b> City Manager, Planning, Finance
<b>Problem being solved/Opportunity being seized:</b>	<b>How do we measure success?</b>	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Draft plan with owners, conservation partners and developers	May 2020	City Manager, Planning, Finance
Consider purchasing Sabin's pasture for housing, mixed use and conservation	Ongoing	City Manager, Finance



**Strategic Outcome: Public Health and Safety**

Montpelier is a safe and healthy community. We compassionately address the needs of residents, visitors and businesses, and intentionally attend to the most vulnerable people. The City works in partnership with the community to create comprehensive systems for education, prevention and response.

<b>Initiative: Proactively address drug issues.</b>		<b>Person(s) Responsible: PD, CJC, CS, Finance</b>
<b>Problem being solved/Opportunity being seized:</b> Drug addiction, crime, domestic violence, negative community impact	<b>How do we measure success?</b> Stats, overdoses, community engagement	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Outreach and support for opioid crisis including a PD Social worker	Oct 2019	PD, Finance, HR
Programs for participants and families	Ongoing	CS, Rec.

<b>Initiative: Emergency Management</b>		<b>Person(s) Responsible: MPD, FD, Finance</b>
<b>Problem being solved/Opportunity being seized:</b>	<b>How do we measure success?</b>	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Fund Emergency Management Ops.	Nov 2019	Finance
Adopt updated IRC building codes	Nov 2019	Planning
Update Hazard Mitigation Plan	Sept 2019	MPD, FD

**Strategic Outcome: Responsive and Responsible Government**

Montpelier operates with transparency, integrity and fiscal responsibility and is responsive to the needs of the public. The City is a model employer and our employees are trusted stewards of public resources. The City seeks and encourages public engagement and collaborative expression to accomplish the vision of the governing body.

<b>Initiative: Update Personnel Plan</b>		<b>Person(s) Responsible: City Manager, HR, Finance, Personnel Plan Committee</b>
<b>Problem being solved/Opportunity being seized:</b>	<b>Deadline:</b>	<b>How do we measure success?</b>
Outdated plan		Agreed upon plan
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Re-establish Personnel Plan Committee	June 2019	ATCM
Work with PPC to identify areas of need/concern	June/July 2019	CM, HR
Incorporate changes in HR practices	August 2019	CM, HR, Finance, PP Committee
Consider paid family leave for City Employees	August 2019	Finance, HR
Obtain legal opinion	August 2019	City Attorneys
Adopt Personnel Plan	Oct 2019	CM, HR, Finance, PP Committee

<b>Initiative: Shared Accountability for project implementation</b>		<b>Person(s) Responsible: City Manager, City Council, All staff</b>
<b>Problem being solved/Opportunity being seized:</b>	<b>Deadline:</b>	<b>How do we measure success?</b>
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Hold bi-monthly meetings with Council		City Manager
Adopt process for adding new projects and planning funding in context		Dept. Heads, Finance, City Manager

<b>Initiative: Update City ordinances to ensure enforceability and develop strategies to ensure compliance.</b>		<b>Person(s) Responsible: Everyone</b>
<b>Problem being solved/Opportunity being seized:</b>	<b>Deadline:</b>	<b>How do we measure success?</b>
Outdated ordinance, lack of resources to enforce, inequity of regulation		Updated, logical, enforceable ordinances
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Present recommendations to Council	On-going/ December 2019	City Manager, ATCM

**Strategic Outcome: Responsive and Responsible Government**

<b>Initiative:</b> Continue public engagement efforts	<b>Deadline:</b>	<b>Person(s) Responsible:</b> Everyone
<b>Problem being solved/Opportunity being seized:</b> Maintain transparency, inform public, provide good communication	<b>How do we measure success?</b>	
<b>Action Items</b>	<b>Deadlines</b>	<b>Person Responsible</b>
Continue current practices (FB, FPF, Bridge, weekly reports, etc)	Ongoing	City Manager, ACM, ATCM
Successfully transition website platform	July 2019	Tech
Explore logistics and cost to provide City wide Wi-Fi	November 2019	Finance