

# The City of Montpelier's Vision, Mission, and Values

## VISION STATEMENT

Montpelier is an engaged and growing city with a population that reflects cultural and economic diversity. The City balances being a hub for businesses, arts, outdoor recreation, and other cultural events while ensuring there are strong core municipal services, environmental protections, a variety of housing, and support services for all.

## MISSION STATEMENT

The City of Montpelier will be a leader in the State by providing excellent municipal services that align with community priorities through proactive communication and public engagement.

## VALUES STATEMENT

The City of Montpelier is guided by the following core values:

- The dignity and worth of all people is recognized and respected.
- The City government will be transparent and accountable.
- All City activities will be conducted in a highly ethical manner.
- Innovation is encouraged and rewarded.
- Diversity, Equity, and Inclusion in the organization and community are essential.
- Climate Change is real and proper preparation must be made.
- The City will be financially responsible with public money.
- City employees are respected, treated fairly, and recognized for their commitment to the community.

# Montpelier City Council's FY22-23 Strategic Plan

## Overview and FY22-23 Plan Development:

The City of Montpelier's Strategic Planning process allows the City to prioritize new projects and initiatives that serve to further Council's vision for the City. The planning process ensures that the City provides effective, efficient, and innovative services to our community. The FY22-23 Strategic Plan was born from a collaborative process between both the City Council and City staff, and provides the City a guiding vision that helps move our employees, residents, and community towards the overall goals and vision. The 2021 planning process was moved into the fall to align with the City's budget development cycle, to ensure priorities could receive weighted consideration for inclusion in the upcoming fiscal year's budget, and that the community's priorities were paramount during budget planning and development.

The City of Montpelier aims to be the best run city government, and having a clear and organized strategy to get there is the first step in achieving that vision. The City Council's FY22-23 Strategic Plan also allows the City to develop further accountability and transparency about its goals, and allows the City to track and report progress about how well departments have been accomplishing the Council's goals to the public.

Like the previous year's strategic planning process, the development of the Council's Strategic Plan for FY22-23 found itself impacted by the COVID-19 pandemic. As the world enters the third year of the pandemic, its impacts have continued to effect the Montpelier community. The Federal Government has released American Rescue Plan Act (ARPA) funds to help City's recoup lost revenue due to COVID-19, and other funding streams have slowly been recovering. The City Council decided to memorialize a Goal from the FY20-21 Strategic Plan: "COVID-19 Response" by building mitigation, resiliency, and recovery actions into all of this year's Goals. As vaccines have rolled out to a majority of Vermont's adult population, the more diffused the need has become, requiring this plan to capture the nuanced nature of the required response.

During the development of the Council's Strategic Plan for FY22-23, the Montpelier City Council established six (6) overall Goals that it would like to see the City of Montpelier strategize to reach. Those goals are the following:

- Improve Community Prosperity
- Provide Responsible and Engaged Government
- Create More Housing

- Practice Good Environmental Stewardship
- Build and Maintain Sustainable Infrastructure
- Improve Public Health and Safety

The Plan's Goals, and prioritized strategies are summarized in the below chart. The full and detailed Strategies and Initiatives that support each Goal can be found in this report.

<b>Summary of Goals and Prioritized Strategies for the City Council's FY22-23 Strategic Plan</b>	
Goal	Prioritized Strategy
Improve Community Prosperity	<ul style="list-style-type: none"> <li>• Actively Support Economic Development and Promote Outdoor Economic Development</li> </ul>
Provide Responsible and Engaged Government	<ul style="list-style-type: none"> <li>• Communicate Effectively</li> </ul>
Create More Housing	<ul style="list-style-type: none"> <li>• Increase Available Housing Units</li> </ul>
Practice Good Environmental Stewardship	<ul style="list-style-type: none"> <li>• Promote Conservation of River, Water and Land Resources</li> <li>• Address Climate Change Issues</li> </ul>
Build and Maintain Sustainable Infrastructure	<ul style="list-style-type: none"> <li>• Address New or Improved Infrastructure Needs</li> <li>• Implement Long-term Department of Public Works/Infrastructure Plans</li> <li>• Continue Infrastructure Funding Strategies</li> </ul>
Improve Public Health and Safety	<ul style="list-style-type: none"> <li>• Address Homelessness in the Community</li> <li>• Provide Policing which fits Montpelier's Needs and Provides Effective Mental Health</li> </ul>

## Initiatives Supporting Each Goal’s Strategies

Each Strategic Plan Goal has an overall prioritized Strategy, and then those Strategies are supported by various Initiatives that are specific policies, plans, projects or funding asks that will further the City in reaching Council’s Goals.

These Initiatives will **not** be an exhaustive list of what City Departments and Staff accomplish over the year, merely the projects that have risen to priority for the community through the Council. Full Department Work-plans can be found under Department webpages on the City’s website, which detail more specifics about what projects are being undertaken. The summary of the City departmental specific initiatives will be summarized at the end of this document.

<b>STRATEGIC PLAN GOAL</b>	
<b><i>Improve Community Prosperity</i></b>	
<i>Goal: 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. The City recognizes that to be prosperous, our community must care for the physical and mental well-being of all residents, which includes providing as many support services for disenfranchised populations as capacity allows. The City is attuned to the economic pressures of the COVID-19 pandemic, and aims to be adaptive and responsive in recovery efforts.</i>	
<b>Goal 1:</b>	<b>Improve Community Prosperity</b>
<b>Strategy 1.1:</b>	Actively Support Economic Development and Promote Outdoor Economic Development
<b>Initiatives 1.1.1:</b>	<ul style="list-style-type: none"> <li>• Prioritize Recreation and Parks as an economic driver</li> <li>• Prioritize rivers for economic development and conservation               <ul style="list-style-type: none"> <li>○ Proceed with Confluence Park: Bond may be needed in 2021 to ensure project funding</li> </ul> </li> </ul>
<b>Strategy 1.2</b>	Actively Support the Expansion of City-provided Childcare options
<b>Initiatives 1.2.1:</b>	<ul style="list-style-type: none"> <li>• Conduct a feasibility study to determine capacity in establishing a 0-5 year old child care program</li> <li>• Provide all-ages childcare available 8am-6pm (working hours)</li> </ul>
<b>Strategy 1.3:</b>	Implement new Economic Development Plans and Support
<b>Initiatives 1.3.1:</b>	<ul style="list-style-type: none"> <li>• Incentivize new businesses that serve working-class residents</li> <li>• Review Economic Development Strategic Plan already developed; determine priorities</li> <li>• Provide funding for Economic Development activities</li> <li>• Review and evaluate the Tax Stabilization program</li> <li>• Review and evaluate the TIF program</li> </ul>

<b>Strategy 1.4:</b>	Determine Level of Provision of Social Services
<b>Initiatives 1.4.1:</b>	<ul style="list-style-type: none"> <li>• Expand/ Formalize Peer Support Outreach Worker</li> <li>• Implement Workforce Development for unhoused or unemployed persons</li> </ul>

## STRATEGIC PLAN GOAL

### ***Provide Responsible and Engaged Government***

*Goal: Montpelier operates with transparency, accountability, integrity and fiscal responsibility and is responsive to the needs of residents. The City is a model employer and our employees are trusted stewards of public resources. The City prioritizes strategies that enforce and enhance the work the City has done to promote equity and inclusion and responsible wages. The City seeks and encourages public engagement and collaborative expression to accomplish the vision of the governing body.*

<b>Goal 2:</b>	<b>Provide Responsible and Engaged Government</b>
<b>Strategy 2.1:</b>	Communicate Effectively
<b>Initiatives 2.1.1:</b>	<ul style="list-style-type: none"> <li>• Improve the City's Website</li> <li>• Conduct more intergenerational community events</li> <li>• Improve Recruitment for City Committees and consider implementation of Committee Stipends, per Equity Action Plan recommendations</li> <li>• Increase coordination with Capital Area Neighborhood groups</li> <li>• Increase opportunities for City Facility Tours</li> <li>• Utilize MPD's Community Resources Officer Position</li> </ul>
<b>Strategy 2.2</b>	Increase Accessibility
<b>Initiatives 2.2.1:</b>	<ul style="list-style-type: none"> <li>• Create Accessible Communication</li> <li>• Fully fund and Implement the Americans with Disabilities Act (ADA) Transition Plan</li> </ul>
<b>Strategy 2.3:</b>	Focus on Diversity, Equity, and Inclusion
<b>Initiatives 2.3.1:</b>	<ul style="list-style-type: none"> <li>• Implement Equity Action Plan Recommendations</li> </ul>
<b>Strategy 2.4:</b>	Increase City Staff and Council Capacity
<b>Initiatives 2.4.1:</b>	<ul style="list-style-type: none"> <li>• Fully staff City Departments</li> <li>• Planning Department Exercises with Council: to build City Planning subject matter skills</li> </ul>

**STRATEGIC PLAN GOAL**

***Create More Housing***

*Goal: 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>Goal 3:</b>	<b>Create More Housing</b>
<b>Strategy 3.1:</b>	Increase Available Housing Units
<b>Initiatives 3.1.1:</b>	<ul style="list-style-type: none"> <li>• Maintain Funding for the Housing Trust Fund</li> <li>• Actively work with housing developers to accomplish successful housing projects</li> <li>• Consider opportunities for housing projects on parcels of purchased Park's expansion properties</li> <li>• Support advancement of the Christ Church affordable housing project</li> <li>• Prioritize "In Fill" through Montpelier Accessory Dwelling Units (ADUs)</li> </ul>
<b>Strategy 3.2</b>	Meet Emergency Housing Needs
<b>Initiatives 3.2.1:</b>	<ul style="list-style-type: none"> <li>• Coordinate with Housing Partners to apply for 2022 Vermont Housing &amp; Conservation (VHCB) or other available grant funds for housing and a 'services hub' for those experiencing homelessness</li> </ul>
<b>Strategy 3.3:</b>	Study the Underlying Barriers to Housing
<b>Initiatives 3.3.1:</b>	<ul style="list-style-type: none"> <li>• Update the Housing Task Force's Barriers to Housing Study</li> </ul>

**STRATEGIC PLAN GOAL**

***Practice Good Environmental Stewardship***

*Goal: 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.*

<b>Goal 4:</b>	<b>Practice Good Environmental Stewardship</b>
<b>Strategy 4.1:</b>	Promote Conservation of River, Water and Land Resources
<b>Initiatives 4.1.1:</b>	<ul style="list-style-type: none"> <li>• Develop a long-term plan to address the discharge of toxic Per- and Polyfluoroalkyl substances (PFAS) at our Water Resource Recovery Facility</li> </ul>

	<ul style="list-style-type: none"> <li>Promote conservation around Berlin Pond including acquiring property</li> <li>Proceed with Confluence Park's conservation efforts, supporting Combined Sewer Overflow (CSO) removal</li> <li>Conduct dam removal feasibility studies</li> </ul>
<b>Strategy 4.2</b>	Address Climate Change issues
<b>Initiatives 4.2.1:</b>	<ul style="list-style-type: none"> <li>Implementation of Net Zero plan recommendations</li> </ul>
<b>Strategy 4.3:</b>	Expand Park Land
<b>Initiatives 4.3.1:</b>	<ul style="list-style-type: none"> <li>Implementing Parks Commission's Green Print</li> <li>Produce plans to support the creation of parks in all parts of the city</li> </ul>

**STRATEGIC PLAN GOAL**  
***Build and Maintain Sustainable Infrastructure***

*Goal: 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>Goal 5:</b>	Build and Maintain Sustainable Infrastructure
<b>Strategy 5.1:</b>	Address New or Improved Infrastructure Needs
<b>Initiatives 5.1.1:</b>	<ul style="list-style-type: none"> <li>Produce plans to support the construction of public restrooms</li> <li>Recreation building renovation/ Explore and develop new Rec Center options</li> </ul>
<b>Strategy 5.2</b>	Invest in and Implement Long-term Department of Public Works/Infrastructure Plans
<b>Initiatives 5.2.1:</b>	<ul style="list-style-type: none"> <li>Prioritized projects included the Solids Dryer, East State Street, State Street CSOs, LED Conversion, Murray Hill Water Systems, and Sidewalks</li> </ul>
<b>Strategy 5.3:</b>	Continue Infrastructure Funding Strategies
<b>Initiatives 5.3.1:</b>	<ul style="list-style-type: none"> <li>Provide sufficient funding to attain and maintain at least 70 Pavement Condition Index (PCI) average road conditions</li> <li>Allocate ARPA Money for delayed/deferred/cut projects/equipment</li> <li>Create a Stormwater Utility</li> </ul>



**STRATEGIC PLAN GOAL**

***Improve Public Health and Safety***

*Goal: The City consistently commits to providing exemplary public health and safety services which meet the needs of the community. The City partners with local law enforcement agencies and community services agencies to promote fair and impartial policing practices and strategies statewide. The City, in partnership with the community, is committed to the preservation of peace, prevention of crime, protection of rights, and serving all with dignity and respect.*

<b>Goal 6:</b>	<b>Improve Public Health and Safety</b>
<b>Strategy 6.1:</b>	Address Homelessness in the Community
<b>Initiatives 6.1.1:</b>	<ul style="list-style-type: none"> <li>• Create and begin implementation of a definitive plan for addressing homelessness</li> <li>• Work towards the creation of a temporary housing hub as a regional effort with full services for those experiencing homelessness</li> <li>• Expand peer support/street outreach and social worker programs within the MPD/City</li> </ul>
<b>Strategy 6.2</b>	Provide Policing which fits Montpelier's needs and Effective Mental Health
<b>Initiatives 6.2.1:</b>	<ul style="list-style-type: none"> <li>• Implement the Crisis Intervention Team (CIT) program within the MPD</li> <li>• Expand Montpelier Community Justice Center (CJC) support to the MPD</li> <li>• Implementation of approved Police Review Committee (PRC) Recommendations</li> </ul>
<b>Strategy 6.3:</b>	Be Disaster Ready
<b>Initiatives 6.3.1:</b>	<ul style="list-style-type: none"> <li>• Evaluate Swift Water rescue capability in relation to Confluence Park development</li> <li>• Implement Mitigation strategies outlined in the Local Hazard Mitigation Plan (LHMP)</li> </ul>
<b>Strategy 6.4:</b>	Public Safety Planning
<b>Initiatives 6.4.1:</b>	<ul style="list-style-type: none"> <li>• Maintain relationship with Capital Fire Mutual Aid</li> <li>• Implement Central Vermont Public Safety Authority (CVPSA) Televate Telecom Needs Assessment Report Plan</li> <li>• Resolve Fire Mutual Aid issues with Middlesex Fire/Berlin Fire</li> </ul>



## Montpelier City Staff FY22-23 Initiatives for FY22-23 Departmental Work Plans

These are strategies that have not been identified by Council as a priority implementation, but are still on Department's Work Plans for development or implementation during the FY22-23 cycle. Again, the City Council Strategic Plan is not an exhaustive list of what City Departments and Staff accomplish over the year, merely the projects that have risen to priority for the community through the Council for funding precedence.

Summary of Goals and Additional Department Specific Strategies	
Goals	Additional Strategies
<b>Improve Community Prosperity</b>	Communicate Effectively Regarding Budget Processes
	Review and Develop Finance Policies and Procedures
	Continue Technological Assessment and Infrastructure Planning
	Grants Management and Project Charter Establishment through City Finance and Planning
	FEAST Program Growth
<b>Provide Responsible and Engaged Government</b>	Senior Activity Center Achieve Accreditation for the Senior Center through the National Council on Aging
	Improve Permitting Processes through City Planning
	Financial Stability for MSAC and Community Services
	Feast Program Redesign and Redevelopment
	Community Services (Park, Recreation, and Montpelier Senior Activity Center) Department Procedures and Integration
	Seek Language Access Improvements, City-Wide
	Continue Implementation of the Creative Discourse Equity Report Recommendations
<b>Create More Housing</b>	City Plan Housing Initiative Implementation

Montpelier City Staff FY22-23 Initiatives for FY22-23 Departmental Work Plans (Continued)

Goals (cont.)	Additional Strategies (cont.)
Practice Good Environmental Stewardship	Cemetery Green Practices
	Further Develop the Montpelier Youth Conservation Corps (MYCC) Program
	Develop Procedures for and Implement the Home Energy Ordinance
Build and Maintain Sustainable Infrastructure	Adopt and Implement the City Plan
	Pursue Implementing Snow Melting Initiatives Using District Heat
	Create a Sustainable District Heat Management and Expansion Plan
Improve Public Health and Safety	Focus on the Technology Pillar of 21st Century Policing, Including the Procurement of Body Worn Cameras and Create Implementation Schedule and Roll-Out Plans for the FY23 Budget Cycle
	Implement Policies and Procedures that Support the Other Pillars of the 21st Century Policing Model: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness
	Continue Cemetery Community Partnerships
	E-911 Renaming Project Continuation
	National Flood Insurance Program Community Rating System Improvements
	Residential Building Code Update
	Operate Full Spectrum of the Community Justice Center's Restorative Justice Programs
	Increase Community Involvement in Restorative Practices

Montpelier City Staff FY22-23 Initiatives for FY22-23 Departmental Work Plans (Continued)

Goals (cont.)	Additional Strategies (cont.)
<b>Improve Public Health and Safety</b>	Expand Range of the Community Justice Center's Victim Outreach Program
	Equity and Inclusion Internal Review of the Community Justice Center's Practices and Procedures
	Ensure Financial Sustainability of the Montpelier Community Justice Center
	Implement MPD Partnership with Downtown Businesses through the Community Resource Officer Position