

**City of Winooski**  
**2018-2019 Policy Priorities and Strategies: FINAL REPORT**

POLICY	ADMINISTRATION	REPORTING	
Area	Strategies	2018-2019 Status	2018-2019 Accomplishments
All	Develop a Municipal Plan/Master Plan	complete	Adopted March/April 2019
	Realign the Commission structure to reflect Strategic Vision areas, provide clear and standardized direction, and offer opportunities to work in partnership	in progress / ongoing	After Master Plan adoption and Council/Leadership Team Retreat
	Maintain an attitude of "get to yes" in all customer service interactions		On going
Economic Vitality (EV)	Implement Parking Study (access control, signage, data and management, mobile app)	delayed	*Access control RFP drafted but delayed due to garage negotiations *Signage - in process with Wayfinding grant award *Data and management - not yet prioritized *Mobile app - In process of moving to Park Mobile
	Work toward full TIF buildout (Hotel, Lot D focus)		*Spinner Litigation Settlement executed *Bond approval for new parking infrastructure *On going negotiations on a hotel development agreement
	Promote business and employment retention and expansion: *Conduct parcel data analysis to understand baseline *Use city resources to create opportunities for locally owned business startups and expansions *Use city resources to create employment opportunities for residents and expand availability of goods and services for residents *Promote businesses and employment retention and expansion within the context of the need for city-wide financial sustainability		* Parcel analysis completed * Small Business Loan Program running
	Streamline Permitting Process (H)		Updated permits for Zoning and Building
	Implement EDSP - focus on business support and development		Ongoing

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	Implement Marketing Plan, Welcome Packet, and Legacy Campaign (SHCP, H)		All are underway, but delayed
	Support Downtown Winooski to be a valuable resource to support the business community and city-wide vibrancy. Tie efforts to City funding.		*MOU executed *Gap funding acquired *New Executive Director hired
	Monitor for gentrification indicators		Completed
	Manage the Small Business Loan Program		*Implemented procedures *Made two inaugural loans
	Consider the use of impact fees		Potential transportation impact fee structure is in progress.
	Partner with Schools to help change perceptions		*Ongoing. Co-promoting local success. *Paul to partner with new Communications and Development professional
<b>Municipal Infrastructure</b>	Update the City's Capital Improvement Plan (CIP) including replacement planning, lease analysis, and open space planning. Focus on communication of plans City-wide.		*CIP framework complete with known capital improvement needs. *FY20 CIP approved with municipal budget to include the initial funding for Myers Memorial Pool and the Main Street Revitalization project.
	Fully implement the Asset Management System		*Fields crews and admin staff tracking tasks for analysis. *Additional assets and asset data will continue to be collected.
	Main Street Revitalization: *Financing Package *Final Design and permitting *Develop a parking plan for during construction and long-term		*Financial model prepared *USDA water resources loan/grant secured *Final design underway *Northern Border Commission application submitted

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	Address the financial reality at the O'Brien Community Center		* Building will be fully leased by July 1, 2019. * Work/investments in the building required prior to July 1 lease commencements. * Long-term concern about lack of capital funds/plan.
	Plan for City's space needs		*Move of Community Services to OCC in process *HVAC improvements underway at OCC *Tabled conversation on City Hall/Police Department move for now
	Address the Winooski/Burlington bridge needed repairs		*Bridge railing repairs complete *Participated in reconstruction scoping efforts
	Implement Waste Water Treatment Plant Improvements (save energy costs and increase capacity)		*Generator and boiler replacement complete *WWTF garage project complete *Headworks underway
	Establish Public Works Standards and Procedures		Ongoing
	Modernize the City's technology infrastructure (phone system, access control, technology planning)		*Transitions to exchange from gmail *Transitioned to Cloud Server *Purchased ArcGIS
	Consider the creation of a Stormwater Utility as part of our MS4 permit	deprioritized	*Lower priority - proposed S.96 may have impact to stormwater utilities
	Explore a Tree ordinance and apply for Tree City USA status		Ordinance adopted 5/20/19
	Complete Capital Needs Assessments (CNAs) for all municipal facilities		Requires funding and defined scope
<b>Housing (H)</b>	Support the Housing Commission and Planning Commission to: *Conduct parcel data analysis to understand baseline *Establish targets for a sustainable housing mix *Identify policies and programs to incentivize development *Update Form Based Code and zoning ordinance to consider a Replacement ordinance and Housing Trust Fund and Inclusionary Zoning		*Conducted parcel analysis - rental registry report * Established housing targets * Created Housing Trust Fund * Developing policies and procedures for HTF *Developed draft regulations for inclusionary housing, but on hold

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	Reenergize the Home Improvement Loan Program		Ongoing as part of developing policies and procedures for Housing Trust Fund (HTF)
	Fully utilize Fire House and data to inform housing discussions		Fire House most frequent violations were shared with Housing Commission to inform uses of HTF
	Expand relationship with Winooski Housing Authority and other partners developing and supporting affordable housing		*Staff has met with the WHA board several times *New Executive Director starts in July
	Improve engagement with landlords - be seen as a resource		*Ongoing through system improvements *Implemented email reports
	Undertake historic preservation planning - consider Certified Local Government (CLG)		Not prioritized this year
<b>Safe, Healthy, Connected People (SHCP)</b>	Focus on the strength of Winooski's diversity and "connectedness" (staff and programming): *Work to diversify staff and provide training *Define programming wants/needs of community *Increase programming to ensure all residents have access to programs of interest *Continue to build relationships with AALV, VRRP, and partners *Define and measure "connectedness" and "sense of community"		*Recreational Programming Study completed in June, 2019. *Work to define and measure "connectedness" and "sense of community" delayed.
	Focus on the strength of Winooski's diversity and "connectedness" (elected and appointed officials): *Training on power, privilege and unconscious bias for elected and appointed officials *Consider barriers to participation and work to mitigate these (budget process) *Work on recruitment for boards and commissions *Implement an inclusivity statement or policy		* Implicit Bias Training delivered to all staff. * Equity Summit convened in March 2019, with ongoing work starting in May 2019.
	Focus on Emergency Management: Train to LEOP and conduct a table top exercise with full team		*New LEMP template submitted to VTEM. *Leadership training scheduled for June 2019.

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	Standardize financial waiver process across programs and communicate this to the public. Consider diversification of revenue streams including potential fundraising opportunities. Consider this as part of the FY20 budget process.		Draft under development for anticipated adoption in June/July 2019.
	Continue involvement with Chittenden County Public Safety Authority (Regional Dispatch). Consider internal staffing plan and impact on employees if change is made.		*CCPSA established - Manager serves on Board *Consultant hired for plan development *Possible start date of July 2020
	Implement the Police Department's Strategic Plan		Plan was completed and adopted.
	Engage in the BTV/Sound Mitigation Committee efforts		*Manager serves on the NEM and NCP planning committees *NEM to be announced at the end of May *Partnering with airport on future mitigation efforts
	Support Community Outreach Team		Team is working well within our community and is a huge asset
	Successfully complete the Promise Communities grant		Despite challenges with achieving primary objective of the grant (expansion of early childcare availability) there were several positive take aways from the grant including a deeper understanding of the challenges facing the early childhood sector.
	Complete an Open Space Plan prioritizing Lot 2 and Casavant. Integrate into CIP.		* NRPA 10-Minute Walk planning grant secured to develop Open Space Plan (including focus on Lot 2 and Casavant). * Final Plan will inform CIP development and priorities.

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	Address needs at the Pool		*Bond resolution passed, voter approved *LCWF Grant received toward project *Bond Anticipation Note obtained *Final design completed *Construction contract awarded *Bond Application for construction complete
	Position Library as services hub		* Tutoring, Youth Meals, regular weekday programming for youth, pre-school gross motor playgroups on Friday mornings * Exploring options to provide satellite "service hub" (i.e. JUMP, Here to Help clinics). * Non-traditional materials available for circulation (i.e. garden tools). * Playgroup to go kits.
	Consider a sharps container recommendation		Not prioritized this year
	Convene an Accessibility Advisory Commission with a focus on the CIP		Deprioritized
	<b>Operations Improvements</b>	Implement a new website (EV)	
	Implement an exchange server and cloud solution		Completed
	Accept credit cards across service delivery systems		Completed
	Update Personnel Policies		Review and draft of policies in progress
	Complete and implement non-union wage classification study		*Approved by Council 11/5/2018 *Two year implementation in process to be complete 7/1/2019
	Continue City-wide training plan: with focus on leadership development and cultural competency		Equity Summit held 4/6/2019, small group discussion to begin 5/14/2019
	Implement a performance evaluation system		*Continuous Feedback training complete *Performance Evaluations Scheduled for implementation May and June 2019

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	Long-term TIF planning		*Litigation settlement reached *Partner for final build out of the TIF with the hotel developer *Bond vote for parking infrastructure
	Monitor need for a reappraisal		CLA fell again this year
	Implement an improved employee retirement benefit		Completed
	Explore a Charter Review (for fee structure)		*Several Council discussions *A Charter Commission has yet to be appointed
	Fine-tune grant policy language on acceptance and permission and fundraising policy		On workplan for Summer 2019.