

**2019-2020 Policy Priorities and Strategies
Council and Leadership Team**

**2019-2020 Policy Priorities and Strategies
May 2020 Report**

POLICY		Implementation - Effort or Intended Outcome			Master Plan Goals/Objective Implementation	
Area	Policy Goal	Priorities	Status	Report		
ALL		Move Equity work forward	Covid	Equity Council and Community Liaison work moved forward by Councilor Colston and Councilor Duncan. City applied for and was awarded a Working Communities Challenge planning grant to secure funding to continue work.	SHCP: 16, 22	
		Commission Transition		Council approved in July 2019, appointments were made, and Commissions started meeting	SHCP: 17	
		Partner with the Airport on Noise Exposure Map and Noise Compatibility Program		NEM and NCP application submitted by BTV to the FAA		
		Support a Charter Commission	Covid	Charter Commission established in July 2019, appointments were made in September and meetings started in November		
		Update Unified Land Use and Development Regulations	Covid	Planning Commission reviewed some changes and provided guidance to Council.	Land Use: 4, 8; SHCP: 21; Housing: 1, 2, 3, 4, 6	
		Ensure regulatory consistency between zoning, rental registry, public works standards, and the Municipal Code		Started work. More to do as other documents are updated.	SHCP: 19	
		Partner with new leadership at Downtown Winooski on Pumpkin Festival and other downtown priorities		Done!		
		Stand up a Finance Commission and focus on resource constraints: *Debt and investment policies *TIF expiration planning *Public Art commitment *City Space Planning *How decisions impact financial sustainability and operational constraints (budget and human resources) *Diversification of revenue streams *Fundraising Policy (summer 2019) *Scholarship Policy (summer 2019)	Covid	Commission formed and all membership filled; meeting monthly since November 2019; Meetings cancelled due to COVID-19	Economic Vitality: 7	
		Pending Resource Availability				
		Plan for staff redundancies, identify resource and operations constraints, and develop process mapping		Accomplished to an extent with Covid-10 response	SHCP: 11, 18, 19	
		Information Technology service improvements including training and process mapping		Transitioned to Windows 10.	Municipal Infrastructure: 1	
Economic Vitality (EV)	Maintain and expand our economic development to ensure long-term vibrancy.	Implement wayfinding plan		Wayfinding plan presentation for City Council - May 18th.	Economic Vitality: 8; SHCP: 1	
		Strengthen Parking operations *Develop a Parking Operations Manual to include "free parking" policies for events *Improve communications of parking options	Covid	Communications have been improved and the new wayfinding plan has been largely focused on communicating parking options.	Municipal Infrastructure: 9	

**2019-2020 Policy Priorities and Strategies
Council and Leadership Team**

POLICY		Implementation - Effort or Intended Outcome			Master Plan Goals/Objective Implementation
Area	Policy Goal	Priorities	Status	Report	
		Implement Legacy Campaign (SHCP)	Covid	Workplan started and templates outlined. Delayed due to Covid response and limitations	SHCP: 4
		Execute a Development Agreement with Hotel Developer		Fully executed April 7, 2020	Land Use: 2
		Utilize Opportunity Zone designation		Ongoing, but no reporting requirements for those who utilize OZ thus this is difficult to quantify.	Land Use: 1; Economic Vitality: 1, 6
		Historic Preservation planning (H) *Identify funding and commence an inventory of resources we are trying to preserve		Acquired Municipal Planning Grant funds, contracted with a consultant, and commenced inventory.	Land Use: 10, 11; Municipal Infrastructure: 12
		Pending Resource Availability			
		Permitting Plan Review improvements (H) *Bring in house plans review *Improve data collection and display systems		Approval not granted by State	SHCP: 19; Housing: 7
		Expand Downtown Designation		Delayed priority	Land Use: 2, 7
Municipal Infrastructure	Invest in the City's municipal infrastructure, including energy resources, facilities, technology, roads, sidewalks, and water, sewer, and stormwater lines, in order to make our City safe and accessible to residents and visitors while recognizing the critical role that we play in the region's system.	Main Street Revitalization (EV, H, SHCP) *Complete final engineering *Apply for additional funding *Decide on phased approach *Coordinate with Exit 16 redevelopment		Final engineering SRF and bond funding awarded. Northern Border Regional Commission and VT Bike & Pedestrian grant funds awarded. Final Design: August 2020 Additional Funding - 2020 BUILD Phased Approach Discussion: October Exit 16 - Yes, on-going.	Land Use: 3; Economic Vitality: 3; SHCP: 1, 7
		Myers Memorial Pool (SHCP) *Construction *Plan for Operations	Covid	Construction (and thus opening) delayed, with potential that we won't open until 2021 season.	Land Use: 12; SHCP: 7, 11
		Complete Headworks Project at WWTF		Complete	
		Continue focus on CIP and Asset Management Implementation *"Steady state" plan *FY21 Proposal: Focus on upgrades to existing sidewalks *Develop a communications plan for capital projects *Ensure ADA compliance		Further refined CIP for FY21'. CIP improvements and asset management tracking will always be ongoing. Sidewalks - Prepared GIS inventory, reviewed replacement criteria with MIC. Summer 2020 Hickok project includes approx 3,200LF of replacement sidewalk.	Municipal Infrastructure: 4
		Implement Public Works Standards (EV, H)		on-going	

**2019-2020 Policy Priorities and Strategies
Council and Leadership Team**

POLICY		Implementation - Effort or Intended Outcome			Master Plan Goals/Objective Implementation	
Area	Policy Goal	Priorities	Status	Report		
		Abenaki Garage *VCDP Grant Application *Final Design and Permitting *Construction bidding	Covid	RFP released, project awarded to Nedde, design and permitting underway.	Land Use: 2	
		Complete Hickok Water Main Project		Complete	Municipal Infrastructure: 3	
		Complete East Allen Scoping Study (EV, H)		Complete	Economic Vitality: 3; Municipal Infrastructure: 4	
		Gateway Utility ordinance	COVID	COVID impacted. Draft prepared. Recommend holding until we return to in-person public meetings.	Municipal Infrastructure: 10, 11	
		Stormwater ordinance improvement	COVID	COVID impacted. Draft prepared. Recommend holding until we return to in-person public meetings.	Municipal Infrastructure: 2, 3	
		Transportation Impact Fee recommendation and implementation *Consider other impact fees as well	COVID	Report and impact formula prepared and ready for Council review. In-person discussion recommended.	Municipal Infrastructure: 4, 10	
		Develop an Industrial Wastewater permit		Complete	Municipal Infrastructure: 3	
		Implement Tree Ordinance: *Public Works Commission to serve as the Tree Commission *Tree City USA status		Complete	Municipal Infrastructure: 6; SHCP: 2; Housing: 9	
		Pending Resource Availability				
		Consider the creation of a Stormwater Utility		Not recommended at this time	Municipal Infrastructure: 2	
		Plan for changes to the phosphorus TMDL		Ongoing.	Municipal Infrastructure: 3	
		Support the Bike Coalition		Bike advocacy group disbanded	Municipal Infrastructure: 5, 8, 9	
		Bike Master Plan		Part of Transportation Master Plan	Municipal Infrastructure: 5, 8, 9; SHCP: 1	
		FY21 Proposal: Capital Needs Assessments to inform CIP		Long-term priority requiring additional funding	Municipal Infrastructure: 1	
		Plan for Emerald Ash Borer response		Long-term priority in partnership with Tree Commission. May require additional funding	Municipal Infrastructure: 6; SHCP: 2; Housing: 9	
		Housing (H)	Ensure a mix of quality housing that maintains and enhances Winooski's unique sense of place and supports the needs of the entire community.	Housing Trust Fund - Establish Policies and Procedures		Commission has established policies and procedures.
Fully utilize Fire House and data to inform housing discussions and operations				Data systems built out	Housing: 3	
Implement Champlain Housing Trust pre-development agreement	Covid			Met with developer a number of times. Came to consensus on a proposed project scope.	Housing: 10	

**2019-2020 Policy Priorities and Strategies
Council and Leadership Team**

POLICY		Implementation - Effort or Intended Outcome			Master Plan Goals/Objective Implementation
Area	Policy Goal	Priorities	Status	Report	
		Pending Resource Availability			
		Review housing standards and public building registry *Bring WHA fully on to public building registry	Covid	Started review of Ordinance update	SHCP: 19; Housing: 3, 7
Safe, Healthy, Connected People (SHCP)	Foster relationships across generations and cultures by providing a safe and healthy environment and providing opportunities to connect and engage with other residents of the City.	Continue Regional Dispatch discussions *CCPSA implementation *PD building improvements *Administrative support remaining	Covid	COVID-19 has disrupted monthly meeting schedule. Sub committees are continuing to do work remotely. Emergency response included "dispatch in a box"	SHCP: 20
		Implement Police Department Strategic Plan *Integrating Communication Assessment and Tactics De-escalation training *Develop and Retain Personnel - Career Development, Wellness and Emerging Issues *Community Policing – Outreach, Education, Presence on the Street and at events, and Relationships *Maximize Operational Efficiency – Regional Dispatch, Technology		Strategic Plan implemented Deescalation training provided to all uniform personnel 2 of 3 scheduled leadership classes completed by new SGT's Outreach has been slowed due to COVID-19 safety precautions	SHCP: 7, 16
		Complete a Parks and Open Space Plan (MI) *Consider future land use of Parks (Casavant, Gilbrook, Memorial) *Focus on the accessibility of parks and programming	Covid	Received NRPA Grant, Contracted with Omnes COVID-19 delays in both City and Omnes operations have completion of project shifted to early summer 2020	Land Use: 12; Municipal Infrastructure: 7; SHCP: 3, 7
		OCC Implementation of changes (MI) *Public face of the City on-site *New relationships with tenants *Library as a service hub		Fully occupied. New services started. Library of things built	SHCP: 9, 10
		Address Riverwalk East Grant closeout		Grant closed out	
		Participate in Census 2020	Covid	COVID-19 has significantly impacted local efforts. Staff continue to routinely monitor response rates and leverage web-based strategies, but ground-level outreach has been hampered by COVID-19 response.	
		Review Fair and Impartial Policing Policy *Commission review after State policy change		Reviewed internally and no changes needed or brought to commission at this time	SHCP: 16
		Community Risk Reduction Efforts *VRRP partnership *Business partnerships		Partnership made. Education efforts put into place.	SHCP: 6, 7, 8
		Emergency Management *Leadership Training on LEOP		Training to plan through Covid response	
		Respond to State Rental Housing regulations and new VDH requirements	Covid	Met with VDH earlier in the year. State has not suggested other changes at this point.	

**2019-2020 Policy Priorities and Strategies
Council and Leadership Team**

POLICY		Implementation - Effort or Intended Outcome			Master Plan Goals/Objective Implementation
Area	Policy Goal	Priorities	Status	Report	
		Expand School Partnerships *Processes with new Communications and Development professional *Shared translation services *Participate in school reconstruction process (including ROW and public safety review)		City and School communications are now coordinated. Translation services are improved - and include partnership with AALV and VRRP The Public Works Director sits on the School Capital Executive Team.	SHCP: 5
		Pending Resource Availability			
		Increase Community Services programming based on the recommendations of the Programming Study	Covid	After a bit of momentum through late winter, the COVID-19 shut down has really adjusted what we are able to do here.	SHCP: 11
		FY21 Proposal: Explore the implementation of a K9 program *What is the added value? *Are there exterior funding sources? *What are the long-term budget implications?		Not a priority for moving forward	
		Partner more with GMT on transportation access equity including for seniors and to support programming		Limited staff capacity to address this. In the future, we'd like to engage with the regional E&D group. Board reps are appointed and successfully participating.	Municipal Infrastructure: 8; SHCP: 13, 14
		Plan for a municipal role in the early child care crisis *In partnership with School *Additional evaluation of potential and funding opportunities		Respond to community interest. Not specifically municipally driven at this point.	SHCP: 12
Operations Improvements	Continue to professionalize municipal functioning to ensure effective and efficient delivery of services	TIF Audit by State Auditor's Office		Audit completed; report issued	Land Use: 2; Economic Vitality: 7
		Monitor need for reappraisal *Plan for digitizing records with reappraisal *Include in Noise Compatibility Planning		Reappraisal now required.	
		Update Finance Polices and Procedures	Covid	Drafts for entire financial manual in process; delayed due to additional workload and furlough of finance staff	
		FY21 Proposal: Explore new Finance technology (with State decision on CAMA system)		State issued decision week ending 4/24; staff attending webinars in late Apr/early May	
		Update Personnel Policies	Covid	Staffing vacancy. Covid related policies put into place.	
		Pending Resource Availability			
		Benefits Review		Reviewed and no change was recommended.	
Update phone system		No staff capacity			