

	Proposed Activity	Priority Category	Master Plan Goal(s)	Commission Work Required?	Additional Resources Needed?
ALL	Update Employment Policies (Human Resources) - ongoing	Must Do		Yes - Council Approval	
	All-Resident Voting ** - shift to base operations	Must Do			Maybe
	City Manager on-boarding ***	Must Do			
	Initiate ARPA funding allocation discussions and next steps. * - sustain	Must Do		Yes	
	Planning for TIF expiration (including public process) - ongoing	Must Do		Yes	
	IT Services Bid - Winter 2022	Must Do			Maybe
	Hire and on-board new City Clerk * - Complete	Must Do			
	Land Records Bid ** - done	Must Do			Maybe
	Expand systems capacity and assess necessary resources for expanded Diversity, Equity, and Inclusion work Citywide * - Audit recommendations	Must Do		Yes	Yes
	Assess Administrative Structure and Systems Efficiency (including Public Safety in preparation for Regional Dispatch) - separate: look at admin systems; prep for implementation of Regional Dispatch - shift to SHCP	Must Do			Maybe
	Phone System, Door Access System upgrades	Recommended			
	Improve structure and access for Commission system				
	Orient new Treasurer				
	Update Financial Procedures - ongoing	Recommended			
	Procedures Manual to address Fraud Risk Assessment Items - ongoing	Recommended			
Conduct staffing audit to assess current capacity -check with Elaine, baseline?	Recommended			Maybe	
ECONOMIC VITALITY	Recruit, interview and hire Consultant firm for Equity audit *** DONE	Must Do	EV2: Diversify and enhance services available to existing residents and business community to address the needs identified in the Economic Development Plan and pursue additional planning initiatives as resources allow.		
	Develop work plan for Commission based on Equity Audit results and recommendations ** DONE	Must Do	EV2: Diversify and enhance services available to existing residents and business community to address the needs identified in the Economic Development Plan and pursue additional planning initiatives as resources allow.	Yes	
	Execute goals of Vermont Women's fund grant DONE	Must Do			
	Redevelopment of 17 Abenaki Way - Determine development pathway for the city-owned lot Finalize design and permitting in coordination with development partners. Work toward construction start date in 2022	Must Do	EV3: Maintain, manage, and reinvigorate the city's built and natural environment through implementation of high priority multi-modal projects, coordination of utility upgrades with private investment on the Gateways (such as utility and streetscape improvements on Main Street), and work to utilize the recreation potential of publicly owned lands.		
	Implement Legacy Campaign DONE	Must Do	EV4: Support initiatives that enhance residents' quality of life, including aspects of housing, health, accessibility and community spirit. See the Housing and Community chapters for more detail.	Centennial Celebration Committee	
	Implement grant funded Wayfinding scope (downtown and parking garage) *. Phase 1 completion - June/July	Must Do	EV8: Establish and implement a wayfinding plan to encourage those driving through to stay and visit the City's restaurants, bars, parks and cultural offerings.		
	Working Communities Challenge Grant Management *** move to base operations? Add staff as goal Staffing need		EV7: Determine the City's budgetary needs based on additional revenue that may be realized by the end of the TIF period in 2025 and identify programs that may be supported by this additional revenue.		
	Replacing CEDO Position				
	Seek funding opportunities to retain businesses and support business recovery from COVID - DONE Staffing need	Recommended	EV1: Foster business development retention and expansion by building on regional assets, local resources, and existing business environment dynamics through promotion of available resources and financing opportunities, advancing networking opportunities and commitment of local resources.	Work with Downtown Winooski	Maybe
	Retool Sidewalk Permit Process Expand Downtown Designation ** - DONE? Jon will follow up	Recommended	EV2: Diversify and enhance services available to existing residents and business community to address the needs identified in the Economic Development Plan and pursue additional planning initiatives as resources allow.	Work with Downtown Winooski	

	Form Based Code Incentives * - EV Review	Recommended	EV3: Maintain, manage, and reinvigorate the city's built and natural environment through implementation of high priority multi-modal projects, coordination of utility upgrades with private investment on the Gateways (such as utility and streetscape improvements on Main Street), and work to utilize the recreation potential of publicly owned lands.	Yes - Planning Commission. This item will cross over multiple vision areas and master plan goals.	
	<del>Strengthen partnerships with non-profits to bring additional services to Winooski businesses and startups - DONE (shifted to Downtown Winooski)</del>	New Ideas (Pending Additional Resources)	EV2: Diversify and enhance services available to existing residents and business community to address the needs identified in the Economic Development Plan and pursue additional planning initiatives as resources allow.	Work with Downtown Winooski	Maybe
HOUSING	<del>Identify potential funding streams for the Housing Trust Fund *** - DONE</del>	Must Do	H1: Encourage the development of affordable housing options for a broad range of income levels.	Yes	
	Update Public Building Registry Ordinance *** - redo	Must Do	H3: Promote quality housing that is safe, healthy and durable.	Yes	
	<del>Evaluate the effectiveness of the Housing Trust Fund in addressing Master Plan housing goals, and identify areas for policy changes * - DONE</del>	Must Do	H6: Support sustainable growth, density and creation of additional housing units.	Yes	
	<del>Implement CHT development agreement and support construction of Butternut Station * - DONE</del>	Must Do	H6: Support sustainable growth, density and creation of additional housing units.		
	Reappraisal	Must Do			
	Evaluate housing quality in Winooski (defined as health and safety of housing) ** -Ongoing (combine with below)	Recommended	H3: Promote quality housing that is safe, healthy and durable.	Yes	
	Assist Housing Commission with Policy work - Ongoing	Recommended	H6: Support sustainable growth, density and creation of additional housing units.	Yes	
Identify potential improvements to renter protections and empowerment in Winooski * -Ongoing, refer to educational recommendation from Equity Audit	New Ideas (Pending Additional Resources)	H5: Protect current residents from displacement.	Yes		
MUNICIPAL INFRASTRUCTURE	<del>Prepare a Traffic Calming Policy - Added priority in FY21'. Work will be in coordinated with CCRPC through a UPWP grant and supported by a consultant. ** Target completion May/June</del>	Must Do	M14	<del>Yes - MIC will likely be the advisory committee to the document.</del>	
	Prepare a City-wide ADA transition Plan - This work will be supported by the CCRPC Keep on List	Must Do	M14: Improve and maintain streets and sidewalks for safety and convenience for all users at all times of the year. Every street in the City will have at least one sidewalk starting with the priority segments identified in the Transportation Master Plan.	Yes	Yes
	VTrans FY22' Capital project coordination * (US 2/7 and Rt 15 Street resurfacing, Exit 16 DDI) Keep on list	Must Do	M14: Improve and maintain streets and sidewalks for safety and convenience for all users at all times of the year. Every street in the City will have at least one sidewalk starting with the priority segments identified in the Transportation Master Plan.		
	Update Chapter 29 Tree Ordinance - ordinance update associated with state statute revisions ** Keep on List	Must Do	M16: Maintain a healthy and diverse urban forest.	Yes, via the Tree Committee	
	<del>Continue implementation of the Main Street Revitalization Project - Bid document preparation, grant fund requests, project bidding, Council award authorization, Construction ** Pending bid results, contract award, public outreach and project construction start</del>	Must Do	Multiple	Yes. Feedback on streetscape and landscape design.	
	Complete Lafountain/Dion Street Scoping Study (FY23 UPWP)	Must Do		Yes	
	Winooski/Burlington Bridge Planning				
	West Allen Street Park plan				
	Create a City-wide Bike-Ped Masterplan (FY23 UPWP)	Must Do		Yes	
	OCC/St. Stephens planning				
	<del>Continue to prepare Public Work Standard Details and Specifications - This is operational and can drop off the shared work plan.</del>	Recommended	M110: Coordinate utility improvements in conjunction with municipal infrastructure improvement projects to add green spaces and underground utilities when possible.	Maybe - for non-technical feedback	
	Historic Preservation Regulations and Strategies - EV Review	Recommended	M112: Identify, preserve and retain the City's historic buildings and resources.	Yes - Planning Commission for sure. May need to establish a new commission	Maybe
	Update Chapter 23 Stormwater Ordinance - General ordinance updates to match current state regulations. Added language on local permitting requirements and development stormwater management requirements Keep on the list	Recommended	M12: Increase opportunities for stormwater treatment through low impact development (e.g. reduce impervious surfaces and stormwater disconnection) and green stormwater infrastructure (e.g. planter boxes, rain gardens and green roofs) practices.	Yes, general overview review of the ordinance	
Traffic Impact Fee Implementation Decision * Council review - recommending dropping from the list	Recommended	M14: Improve and maintain streets and sidewalks for safety and convenience for all users at all times of the year. Every street in the City will have at least one sidewalk starting with the priority segments identified in the Transportation Master Plan.	No - previously reviewed		

Y, CONNECTED PEOPLE	Identify proposed City energy goals and possible development incentives * <b>Keep on the list</b>	Recommended	MI5: Pursue and support alternative energy generation, efficiency and weatherization programs, and electrification of the transportation fleet with the community and in line with the State's Comprehensive Energy Plan goals.	Yes	Maybe
	Parking Updates Associated with Parking Study ** -EV Review, Specifics from report?	Recommended	MI9: Work to implement high priority programs of the parking plan and the transportation master plan related to parking and parking management to mitigate parking demand by promoting alternative modes of transportation and initiatives to better manage public parking assets.	Yes - Planning Commission . This item will cross over multiple vision areas and master plan goals.	Maybe
	Explore Protection of Natural Areas - <b>keep for next year</b>	Recommended	MI7: Maintain safe, connected, and accessible natural areas as an asset for wildlife, flood resiliency, recreation and community connection to the environment.	Yes - Identified as priority for the Planning Commission (included in the Mayor's summary memo to Council).	
	<del>Complete successful first season at the new Myers Pool and prepare for 2022 Season.* -DONE</del>	Must Do	SHCP11: Conduct routine assessments of the community's programming interests and needs (including public feedback, analysis of changing demographics, and trends in recreation), and use the results to develop a responsive and diverse slate of year-round program offerings including expansion of programs through public and private partnerships, and focus on increased water safety and aquatics programming (through or restoration of Myers Pool or partnerships with other agencies).	Yes (Season Debrief)	Maybe
	Increase Recreational Program offerings, including through ESSER funds contracted with Winooski School District. * - <b>sustain</b>	Must Do	SHCP11: Conduct routine assessments of the community's programming interests and needs (including public feedback, analysis of changing demographics, and trends in recreation), and use the results to develop a responsive and diverse slate of year-round program offerings including expansion of programs through public and private partnerships, and focus on increased water safety and aquatics programming (through or restoration of Myers Pool or partnerships with other agencies).	Yes	
	<del>Develop outreach plan for new members of Working Communities Challenge Grant leadership team *- DONE</del>	Must Do	SHCP16: Establish opportunities for City officials (elected, appointed and staff) to spend time developing and cultivating relationships with a diverse set of our community.		Maybe
	<del>Develop &amp; execute plan for Commission outreach for membership appointments -DONE</del>	Must Do	SHCP18: Continue to find ways to make Winooski's Municipal Government open, accessible, representative, and participatory (such as opportunities to serve on Commissions).	Yes	Maybe
	<del>Form Diversity, Equity, and Inclusion Commission ***** DONE</del>	Must Do	SHCP18: Continue to find ways to make Winooski's Municipal Government open, accessible, representative, and participatory (such as opportunities to serve on Commissions).	Yes	Maybe
	Police Department Recruitment, Hiring, Internal Promotions - <b>Ongoing</b>	Must Do	SHCP18: Continue to find ways to make Winooski's Municipal Government open, accessible, representative, and participatory (such as opportunities to serve on Commissions).		
	Regional Dispatch **	Must Do	SHCP20: Continue current mutual aid and partnership agreements for other safety services like rescue; and explore making Winooski Dispatch a regional partner.		
Fire/EMS Delivery Model (including potential building improvements) - <b>ongoing</b>	Must Do	SHCP20: Continue current mutual aid and partnership agreements for other safety services like rescue; and explore making Winooski Dispatch a regional partner.		Maybe	
School Resource Officer <b>Post School Construction Project</b>	Must Do	SHCP5: All students will graduate from the Winooski School District (WSD) college and career ready at a cost supported by a majority of the Winooski community. WSD students will lead healthy, productive and successful lives and engage with their local and global community.		Maybe	
<del>Police Department Strategic Plan update -DONE</del>	Must Do	SHCP8: Winooski residents (and their loved ones) who are struggling with mental health issues, substance use or abuse will have access to the comprehensive supports necessary to address their use, and will be able to access those services with dignity. Our community will also focus on substance use prevention efforts.	Yes		

SAFE, HEALTH	Adopt Statewide Policing Policies - <b>DONE/Ongoing</b>	Must Do	SHCP8: Winooski residents (and their loved ones) who are struggling with mental health issues, substance use or abuse will have access to the comprehensive supports necessary to address their use, and will be able to access those services with dignity. Our community will also focus on substance use prevention efforts.	Yes - Review	
	Develop plan for tenancy at O'Brien Community Center *** - <b>Potentially remove pending CHT</b>	Must Do	SHCP9: Continue to retain and manage the O'Brien Community Center as a hub for various human and social service resources, while seeking to increase on site programming and make improvements and developments that maximize use of the 32 Malletts Bay Ave property.	Yes	Maybe
	Continue work to bring increased child care options to Winooski residents - <b>ongoing</b>	Recommended	SHCP12: Ensure that Winooski residents have access to high-quality, affordable childcare options for infant, toddler, pre-school aged and school-aged children.		
	Continue Public Health "Huddle" with statewide and regional partners - <b>Ongoing</b>	Recommended	SHCP7: Winooski will partner with local healthcare providers to support improved access to healthcare services, while also supporting health promotion and education initiatives that promote improved well-being for Winooski residents (i.e. complete streets, smoke free zones), and support for local health resources.		
	Improve Service Delivery Through Technology - <b>Digital Onboarding via HR</b>	Recommended	SHCP18: Continue to find ways to make Winooski's Municipal Government open, accessible, representative, and participatory (such as opportunities to serve on Commissions).		Maybe
	Tower/Ladder Replacement Research and Financial Planning * -Bid docs June, financial planning ongoing	Must Do	SHCP19: Ensure adequate staffing, training and equipment needed for community policing, fire protection and code enforcement to meet the growing needs of the city.		Yes
	<b>PD K9 Program</b>				
	Develop Plan for management of Memorial Park in response to Parks and Open Space Master Plan - <b>ongoing</b>	Recommended	SHCP3: Maintain and improve the City's parks, natural areas and facilities for exercise and recreation opportunities for all ages and to achieve a goal of having all Winooski residents within an easily accessible 10 minute walk of a high quality park or natural area through development of a Parks and Open Space Master Plan of current and future facilities (including wayfinding, locations for dog owners, programs, etc.).	Yes	Maybe
	Plan & develop additional volunteer opportunities for youth (Recreation, Library, etc.) - <b>ongoing</b>	New Ideas (Pending Additional Resources)	SHCP10: Focus on enhancing the Library facility to enable increased programming, public gathering space, expanded circulation materials (including non-literary resources), and opportunities to learn. Improve promotion and way-finding to encourage more Winooski residents and visitors to use the Public Library.		