



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

Policy		Implementation - Effort or Intended Outcome	
Area	Policy Goal	Priorities	Pending Resource Availability (human and dollars)
All		Move Equity work forward	Plan for staff redundancies, identify resource and operations constraints, and develop process mapping
		Commission Transition	Information Technology service improvements including training and process mapping
		Partner with the Airport on Noise Exposure Map and Noise Compatibility Program	
		Support a Charter Commission	
		Update Unified Land Use and Development Regulations (Planning Commission) (Side memo from Eric)	
		Ensure regulatory consistency between zoning, rental registry, public works standards, and the Municipal Code	
		Partner with new leadership at Downtown Winooski on Pumpkin Festival and other downtown priorities	
		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)	
Economic Vitality (EV)	Maintain and expand our economic development to ensure long-term vibrancy.	Implement wayfinding plan	Permitting Plan Review improvements (H) *Bring in house plans review *Improve data collection and display systems
		Strengthen Parking operations *Develop a Parking Operations Manual to include "free parking" policies for events *Improve communications of parking options	Expand Downtown Designation
		Implement Legacy Campaign (SHCP)	
		Execute a Development Agreement with Hotel Developer	
		Utilize Opportunity Zone designation	
		Historic Preservation planning (H) *Identify funding and commence an inventory of resources we are trying to preserve	

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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	Consider the creation of a Stormwater Utility
		Myers Memorial Pool (SHCP) *Construction *Plan for Operations	Plan for changes to the phosphorus TMDL
		Complete Headworks Project at WWTF	Support the Bike Coalition
		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	Bike Master Plan
		Implement Public Works Standards (EV, H)	FY21 Proposal: Capital Needs Assessments to inform CIP
		Abenaki Garage *VCDP Grant Application *Final Design and Permitting *Construction bidding	Plan for Emerald Ash Borer response
		Complete Hickok Water Main Project	
		Complete East Allen Scoping Study (EV, H)	
		Gateway Utility ordinance	
		Stormwater ordinance improvement	
		Transportation Impact Fee recommendation and implementation *Consider other impact fees as well	
		Develop an Industrial Wastewater permit	
		Implement Tree Ordinance: *Public Works Commission to serve as the Tree Commission *Tree City USA status	
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	Review housing standards and public building registry *Bring WHA fully on to public building registry
		Fully utilize Fire House and data to inform housing discussions and operations	
		Implement Champlain Housing Trust pre-development agreement	

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<b>Safe, Healthy, Connected People (SHCP)</b>	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	Increase Community Services programming based on the recommendations of the Programming Study
		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	<b>FY21 Proposal:</b> Explore the implementation of a K9 program *What is the added value? *Are there exterior funding sources? *What are the long-term budget implications?
		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	Partner more with GMT on transportation access equity including for seniors and to support programming
		OCC Implementation of changes (MI) *Public face of the City on-site *New relationships with tenants *Library as a service hub	Plan for a municipal role in the early child care crisis *In partnership with School *Additional evaluation of potential and funding opportunities
		Address Riverwalk East Grant closeout	
		Participate in Census 2020	
		Review Fair and Impartial Policing Policy *Commission review after State policy change	
		Community Risk Reduction Efforts *VRRP partnership *Business partnerships	
		Emergency Management *Leadership Training on LEOP	
		Respond to State Rental Housing regulations and new VDH requirements	
		Expand School Partnerships *Processes with new Communications and Development professional *Shared translation services *Participate in school reconstruction process (including ROW and public safety review)	
		<b>Operations Improvements</b>	Continue to professionalize municipal functioning to ensure effective and efficient delivery of services
Monitor need for reappraisal *Plan for digitizing records with reappraisal *Include in Noise Compatibility Planning	Update phone system		
Update Finance Policies and Procedures			
<b>FY21 Proposal:</b> Explore new Finance technology (with State decision on CAMA system)			
Update Personnel Policies			