

SPECIAL COUNCIL MEETING
Thursday, June 10, 2021, 3:00pm
Alumni Hall

1. Call to Order – 3:00 p.m.
2. Adjustments to the Agenda
3. Old Business:
4. New Business - Department Head and City Councilor Discussion
 - A. FY21 Wrap Up and FY22 Council Priorities (Mayor)
 - B. Department Promotion of City (i.e. Arbor Day Designation, Awards)
 - C. Recruitment and Retention (Department Heads)
 - D. Strategic Plan Draft (Mayor)
 - i. List of documents for reference and updating
 - ii. Goals list (excel format)
 - E. Municipal Master Plan Implementation Table (Mayor)
 - F. Department Head Priorities (Manager)
5. Round Table
6. Executive Session – As Needed
7. Adjourn

Steven E. Mackenzie, P.E., City Manager

*The portion of this meeting starting at 7:00pm will be taped for re-broadcast on Channel 194 CVTV
and will be re-broadcast on Wednesday at 9:00 a.m. and 12:00 noon
CVTV Link for meetings online – cvtv723.org/*

OTHER MEETINGS AND EVENTS

Overview of attachments for Council and Administration Coordination meeting:

- FY2021 Priorities – This is an overview of the items that have either been discussed or completed during the past year. This is mainly for reference unless anyone has questions.
- FY22 Priorities – This has items not completed from FY21 on top, followed by outlined items for FY22 as provided from different Council members. This will be for discussion from Council to Department Heads.
- Draft Strategic Plan – This is just a draft. This takes into account many discussion points and topics over the past 10 years and places in one document for review:
 - The Goals Excel document takes the information from the Goals and lines them up with the different strategies in order to meet those goals. There are separate tabs here as the Draft document is old and there are items that are complete. Additionally, during FY21, we asked Committees to come up with their objectives and how they plan to meet them using this same template. For conversation, it would be interesting to see how the Department Head goals would also correspond to the Goals and objectives.
 - Council will need to discuss how/if it will want to move forward with this information, but the intent is to have some framework in place on *what the City does and why* prior to hosting our Community Visit. Residents will be asked to provide input on what they would like to see within the City of Barre, but many of those items may be out of the scope of the City of Barre government.
 - Regardless of where the goal comes from (Council, Committee, Staff), there should be discussion on measurements and what success looks like.
 - What I believe could be an additional resource from this document is a number of appendices for different outcomes from what the City does. For examples:
 - a listing of all the “plans” that the City is required to have in place per State law;
 - Listing of Capital Improvement plan (updated annually on website?)
 - Local Emergency Management, etc.
 - Links to the different bodies of the City and what each of them do.
 - List of Letters of Support
 - Grants Document (already provided in a packet by Janet, but currently accessible)
 - Link to Charter, Policy and Ordinance with information on when each was last updated (i.e. Policies are now listed on website with date last reviewed)
 - Bond Votes and completion document (Steve recently provided in a packet, but status report is not on website).
 - Employee Contracts (already listed on SharePoint site)
- Also attached are items as approved by Council in the Municipal Master Plan Implementation Table
- I will defer to the Manager for the items from the Department Heads.

FY2021 Council Actions

Version: 5/24/2021

City Council Accomplishments

- Boards, Committees and Commissions
 - Review/Creation of “Committee Charge” and report to Council (Through May 25th)
 - FY22 Priorities (Committee Chair)
 - Maintain Active Membership (6/22/2021)
 - Committees use of Facebook Pages (9/29/2020, 01/05/2021)
 - Social Media Policy Updates (9/29/2020, 01/05/2020)
 - Recreation Committee (June 7th)
 - Review signage for Correct listing (Charlie’s Playground 2020)
 - Review listing of memorials/ start with Canales Park?
 - Summer Camp Scholarship Fund: Find a way to allow any Barre City kid to attend summer camp for free (Stephanie)(John) (03/09/2021)
 - Diversity and Equity Committee (8/4/2020)
 - Review of City Policies, make recommendations to the City
 - Public Art Committee (8/4/2020)
 - Welcome/Thank you for visiting Barre – signage on ends of City
 - Art on streets (Policy?)
 - Planning Commission
 - Presentation and Approval of City Plan (9/8/2020, 9/15/2020)
 - City Mission/Vision (8/25/2020)
 - Planning Commission Appointments (11/17/2020, 12/1/2020)
 - CVPSA Board (11/17/2020)
 - Housing Board of Review
 - Legislative Removal Follow up (10/27/2020)
 - TAC
 - 10-year paving Plan/Utility Plan (Bill) (05/01/2021)
 - Discuss funding from Local Options Tax on Sales, for voter approval
 - Cow Pasture Committee
 - Identify and preserve paper streets that lead to or connect green spaces
 - Expand upon the Cow Pasture property when an opportunity arises
 - Paths, Routes, Trails
 - *Added: Regional Commitment to the Bike Path. Reconvene Region Plan (4/20/21)*
 - Organics Diversion Committee (Steve Micheli, John LePage)(June)
 - Reached back out to Mayor Watson (11/17/2020)(1/7/2021)
 - One Solid Waste Contract for whole city (like Westford, Vermont) to reduce wear and tear and provide deal for curbside subscribers
 - Trash/Recycle/Compost contract
- Increase Neighborhood Connection to Downtown/Council

- 2020 Census Committee (9/15/2020)
- 2020 Public Safety Forum (10/7/2020)
- Including working with NHW groups on a Central NHW Facebook, with separate groups as needed – Pam Tower has offered to do this (8/25/2020)
- Resolution #2020-10 for Women’s Suffrage (Councilor Reil) (8/25/2020)
- 2021 Housing and Transportation Forum – (Councilor Hemmerick/Reil)(3rd week in May)
 - Reach out to Real Estate Agents and other Subject Matter Experts about what the City could use
- Grants - Ongoing
 - COPS Grant (Tim) (7/14/2020)
 - WCC Grant (Workgroup)(12/1/2020)
 - **New Applications add here**
- Coordination Items
 - Presentations
 - Vermont Granite Museum (7/14/2020)
 - Good Samaritan Haven (8/10/2020)
 - Boy Scouts (10/20/20)
 - Lions (12/8/2020)
 - Barre Area Clergy - Homelessness and Warming Shelters
 - Note to Council (1/12/2020)
 - Hotels concerns (1/19/2020)
 -
 - Barre City Cow Pasture Stewardship Committee (1/2020 and 2/2021)
 - Department of Health (May 18th)
 - 3-4-50 Videos
 - <https://www.youtube.com/watch?v=GGlv0aC86HU>
 - <https://www.youtube.com/watch?v=7uzz38pWZnA>
 - Kiwanis, Paula Dolan (April 13th)
 - Salvation Army (Update to Council 4/13/2021)
 - Working Communities Challenge, Green Mountain United Way (Tawnya)(April 27th)
 - State of Emergency Items (Mayor, as determined by staff) (TBD)
 - Daytime Shelters (8/18/2020)
 - CVHHH Exhibit at Alumni Hall (Jeff Bergeron reconnect 8/25/2020)
 - Aldrich Library (Representatives from those organizations) (July 28th, October 20th, February 9th, May 18th)
 - Barre Partnership (Representatives from those organizations) (July 28th, October 20th, February 9th, May 18th)
 - BADC Quarterly Updates (Representatives from those organizations) (July 28th, October 20th, February 9th, May 18th)
 - Councilor Hemmerick is acting as liaison, Manager will stop attending meetings
 - Write grants for Merchant’s Row, Multi-purpose Path, and other City Projects (similar to Enterprise Alley) to be directed by and coordinated with the appropriate City official.

- Work to procure the JJ Newbury’s building in order to restore this area of Main Street with occupied street-level businesses. This effort can be collaborated with City staff to ensure grants, zoning, and other project related items are covered.
 - Recruit for-profit businesses to occupy vacant properties in the Downtown at the same level of commitment as is done for the Wilson Industrial Park.
 - Assist with efforts to provide grocery options within the City, which may be in the form of grant writing and business recruitment.
 - Add Develop a list of potential investments that are most likely to grow the grand list & financial sustainability (Jake)
 - Quarterly Budget Updates (3rd Tuesday July, October 20th, January 19th, April 20th)
 - Department Heads
 - Org Chart Overview with Council (3/9/2021)
 - Added: Vacant Building Presentation (Robert “Howie” Howarth) (June 8th)
 - Added: Buildings and Community Services Update (May 18th)
 - Bond Review - Completion of items, what is left? (Steve) (May 25th)
- Infrastructure
 - Implementation of See.Click.Fix (Lucas)(July, 2020)
 - Street Structures and man holes instead (DPW Director) (8/25/2020)
 - Auction Items (City vehicles, equipment, etc.) Bill (8/25/2020)
 - EV Charging Station Rate Change (Dept Eastman)(9/8/2020)
 - GIV Trestle – Bill in Legislature, Rep. Anthony (11/10/2020)
 - Pool (June 22nd, 2021)
- Audit (December 15th, 2020)
- Budget
 - Follow up on Covid Funding (8/5/2020)
 - Federal Funding with Congressman Welch (Mayor)
 - State Reimbursement through CARES Act (Manager)
 - Municipal Interest due to School Tax Payments (Clerk)
 - Police – Is this a realistic budget? What’s driving the deficits? (7/28/2020)
 - Bike, Foot Patrol Officer Downtown – Not included in budget (11/10/2020)
 - Can officers on first and second shift spend some portion of time on foot in the downtown?
 - Mobile Speeding Cameras or Traffic Enforcement Deputies – Not included in budget (11/10/2020)
 - Cameras currently not allowed by State law. Deputies are the same as the Traffic court item above and ability for Deputies to attend court proceedings.
 - Enforcement Deputies – Contract with Sherrif’s department cost for services
 - Barre Town revenues – ticketing on Hill Street Trevor Whipple VLCT for fees.
 - Local Traffic Court – Not included in budget (11/10/2020)
 - The Judicial Bureau is already set to review traffic and zoning violations. We have also discussed allowing Council to appoint others that can ticket, but they need to be made available for a hearing for enforcement. Need more detail on why this may be needed.

- Decibel Meter/Training Cost for Police – Not included in budget (11/10/2020)
- Rainy Day Fund – (Only \$1,000 surplus)
- If we can get out of a deficit situation, Council changed charter to keep up to 5% as hopes to create a fund. This will also need to be a balance with current needs
- Finalize Budget/Warning (January 26th)
- Plans
 - Strategic Plan Presented (Lucas) (7/14/2020)
 - Update Onboarding documentation to define duties of (Councilor Reil, Mayor Herring) (2/9/2021)
- Charter Work Group Follow Up (Ericka, Lucas and Carol)
 - Eliminate requirement to declare party to vote in Presidential Primary, and follow the process of a blind ballot for the state race. (9/8/2020)
 - Follow up on current Items (December 22nd)
 - Present back to Council (January 12th and 19th)
- Ordinance
 - Chapter 3 – Animal and Fowl (Michael)(9/22/2020, 1st Reading 11/10, 2nd 11/17, 11/24)
 - Leash Law Changes
 - Chapter 11 - Offenses and Misc Provisions (Lucas)(9/22/2020, 1st Reading 10/20, 2nd 11/10)
 - Times parks are open
 - Address noise amplifying mufflers and Jake braking with exemptions: motorcycles, parades, etc. (quality of life and real estate value factor)
 - Plumbing Ordinance Discussion (Bill)(Complete)
 - First Reading (3/23)
 - Second Reading (3/30)
 - Traffic (Police Ticketing) Ordinance (Michael)
 - Discussion (2/16, 2/23, 5/18, and 6/8)
 - Minimum Housing Standards – Heat (Lucas)(Dates)
 - Discussion (11/24)(3/16 and 5/4)
- Policy
 - Voter-Approved Funding Policy and Process (Councilor Hemmerick) (10/27/2020)
 - General Internal Controls (February 2nd, 2021)
 - Personnel Activity Reports/Timesheets/Time Cards Policy
 - General Internal Control Policies and Procedures
 - Credit Card Policy
 - Interfund Activity and Pooled Cash Fund Policy
 - Partial Payment Policy
 - Cash Receipts and Procedures (February 16th)
 - Investment Policy (Councilor Waszazak) (8/18/2020)(1/19/2021)
 - Liquor Control Policy (Staff) (2/9/2021)
 - Permitting, Planning, & Inspection Services Policy (February 16th)
 - Grant Management Policy (4/13/2021)
 - Rules of Procedure (4/20/21)
- Removed

- Community Picnic (Chief Bombardier)
- Towns in Trouble Report (Councilor Stienman)
- Establishment of a Governance Committee to review other questions, including RBA assessments (Councilor Hemmerick)
- Pension liability plan (Councilor Hemmerick)
- Lifecycle Fiscal Impact Analysis (Councilor Hemmerick)
- Public Participation Ordinance or Policy on Best Practices (Councilor Hemmerick)
- President Theodore Roosevelt Historic Marker (Councilor Waszazak)
- Tablets & Training for Street Crews (Councilor Hemmerick)
- (Municipal planning grant, match \$2000, for Capital Plans)

Presentations/Proclamations/Other

New City Appointments ([List members and positions](#)) - Board, Committee, and Commission Recruitment

City Manager Completed Items

- | | |
|--|------------|
| 1. Bike Path Plan to Council (Stephanie) | 08/25/2020 |
| 2. Digester Boiler Completion | 08/25/2020 |
| 3. Park Mobile Stickers | 09/01/2020 |
| 4. Water meters separated at each apartment (Decided no) | 09/01/2020 |
| 5. Prepare PWD Campus Planning RFP | 09/01/2020 |
| a. Released | 09/07/2020 |
| 6. Unaccepted/Paper Streets Policy Process (Bill) | 09/22/2020 |
| 7. General Fund Budget Review | 12/15/2021 |
| a. Police, Fire, DPW, BGS and Recreation | |
| b. Fuel Savings – Review City Hall and Alumni Hall with Boiler Changes | |
| 8. Citywide Reassessment RFP | 01/12/2021 |
| 9. Dix Reservoir Follow up (Bill) | 02/02/2021 |
| 10. TIF Bond Discussion | 02/16/2021 |
| 11. Municipal Roads General Permit Discussion (Bill) | 02/23/2021 |
| 12. Listing of Upcoming Grant Applications (Janet) | 03/16/2021 |
| 13. Bike Path Acquire Metro Way Easements Discussion with TIF | 03/16/2021 |
| 14. Place other properties for sale through realtor | |
| a. East Montpelier Appraisal | 01/22/2021 |
| b. East Montpelier Sale | 04/15/2021 |
| c. Approved | 05/18/2021 |

FY2021 Council Priorities

Version: 5/24/2021

Council To-Do's:

- Increase Neighborhood Connection to Downtown/Council
 - Opportunities for Volunteering - List local organizations that people can be involved in, with organization input and contact information(Councilor Reil – FY22)
 - Add links of volunteer organizations to the City website
 - Creation of a “flyer” to hand out with next round of Neighborhood Watch meeting information/Community Visit.
- Coordination Items
 - *Added: Scrap Metal Day. Move to promotion of private business/CVSWMD that does this vs. a collection day (Discussion)*
- Usage of Wheelock Building – (Mayor)(Carry to FY22)
 - Status of Grant Applications (USDA) (Outreach on 1/24/2021)
 - City Wastewater Permit (POSTPONED UNTIL GRANT APPLICATION RECEIPT)
 - *Addee: Sale/Alternative program*

Council priorities - Manager (and other staff) Support Required:

- Charter Work Group (Councilors Reil and Stockwell)
 - Traffic - Automated speed ticketing to fund street improvements/special detail/contracted sherriff — program until street design can address this.
 - Research done through committee. TAC?
- Ordinance Work Group (Councilors Boutin and Waszazak, outreach to staff and committees)
 - Administrative (Public Bodies) – Meetings (Lucas) (Dates)
 - Discussion (March, 2021)
 - Designated truck routes -- consideration of gross weight limits on non-trucking routes **Summer Street? (TBD)** (Discussion 2/23 with Traffic Enforcement)
 - Gross weight limits on streets. Overweight permits. Funding source.
 - Certification needs? License people or equipment? (Chief)
 - DPW Comprehensive Streets Ordinance on Roadway Improvement
 - Public Outreach Communication
 - Standards (See Complete Streets in FY22)
 - Process, Acceptance of Streets, Hierarchical classification of streets (DPW Director) (started with Stowe Street)
 - Food Vending (Janet)(August, 2020)(May 11th)
 - **Food Vending Ordinance, instead of Policy** my intent is to start work on it the beginning of April, as I want to reach out to some of our food vendors to see what they might have experienced in other communities, and get a sense of their review. Writing this ordinance should come with some form of endorsement of our food vendors, so that Food Truck Thursdays and anything else similar is doable. I think early May for review back in front of Council is doable.

Manager Self-Priorities/Major “To-Do”:

	<u>Target Date</u>
1. Administrative Policy Signing (Rikk)	?
2. Department Heads Evaluations (Steve)	?
3. 83 smaller parcels	?
4. Parking Rate Change Imp	?
5. Excavate Entrance to Railroad Bed (Bill)	?

FY2022 and After Council Priorities

Council To-Do’s:

- Community Visit (VCRD)
 - Mailing for VCRD – Collection process with Barre Partnership for businesses/nonprofits (Jenna, Renita, Mayor, Manager)
 - Steering Committee Regroup ([July 20th](#))(Alumni Hall)
 - Community Visit Day ([August 25th](#))(Aud)
 - Community Resource Day ([September 15th](#))(Aud)
 - Final Report ([October 20th](#))(Aud)
- Other Charter Items?
- Ordinance Review Schedule (**start sending these to Diversity and Equity now?**)
 - Focus on after July 1st. I am going to suggest the following:
 - [Chapter 5 Electricity](#) (Bill and Chief Brent)
 - [Chapter 6 Fire Protection and Prevention](#) (Chief Brent)
 - [Chapter 13 Signs](#) (Bill, Jeff)
 - [Chapter 15 Swimming Pools](#) (Bill, Jeff)
 - [Chapter 20 Tree Ordinance](#) (Jeff, Tree Stewardship Committee)
 - Follow up from Animal and Fowl Work Group
 - And for these to be reviewed after July 1st of 2022:
 - [Chapter 8 Industrial Safety](#) (?)
 - [Chapter 14 Streets and Sidewalks](#) (Bill)
 - [Chapter 18 Trash](#)
 - [Chapter 19 Water & Sewer Services](#) (Bill, Chief Brent)
 - [Chapter 22 Fire/EMS Service Reimbursement](#) (Chief Brent)
 - And then finalizing all of this after July 1st, 2023 with the following:
 - [Ordinance Table of Contents](#) (Steve, Carol, Janet)
 - [Chapter 1 General Provisions](#) (Steve, Carol, Janet)
 - Any other Ordinance revisions that are needed due to changes in Legislation that come up

Policy (work group will be more coordinating reviews – Mayor)	Last Reviewed	Last Adopted
FY21		
Food Vendor Policy (Change to Ordinance)	6/23/2009	6/23/2009

FY22 (start sending these to Diversity and Equity now?)

Locker Searches & Inspection Policy (HR Director)	6/20/2006	6/20/2006
Revised Tax Stabilization Policy (BADDC)	8/6/2013	8/6/2013
Temporary 24 Hour Parking Permit Policy (Parking Work Group)	1/3/2011	1/3/2011
Use of Force Taser Policy (Police Advisory)	8/18/2009	8/18/2009
Cemetery Investment Policy (Clerk/Finance Director)	6/21/2016	6/21/2016

- New items:
 - Rolling appointments of Board vacancies with EEOE-type statement about a commitment to diversity (Currently Annual Appointments/fill vacancies/have a statement that can be reviewed by Diversity and Equity Committee)
 - Water/Sewer Connection Policies: Review water/wastewater connection policies (in plans and ordinances) with an eye towards connections beyond the city boundary and the lifecycle maintenance costs. (DPW Director)
 - Accepted Gift Policy (check against Asset Naming Policy if anything else is needed)

FY23

[Parking Permit Policies](#) 12/19/2017 12/19/2017

[Public Record Inspection Copying and Transmission](#)

- Public Records (City Clerk) (TBD) Discuss more after digitization process complete
 - Discuss having a digital (scanned) location of the warrants, along with the bills, that Council can view in case there are questions.
 - For Public Records, we do not have a policy on how long each record is to be stored in paper and/or digital format. For example, I believe there is a share drive for the City that staff put information on, but what needs to be kept or deleted?

[Flag Policy \(follow up after Legislative action on Charter change\)](#) 11/24/2020 11/24/2020

Council priorities - Manager (and other staff) Support Required:

- ARPA Funding allocations (All)
 - Follow up on Manager's suggestions once guidance is provided
- Planning/Grant Coordination Position, IT position, other (Budget)
- Tax Increment Financing (TIF) Plan, including Bond Implementation (Consultant)
- Capital Plan (Staff)(Prior to Budget discussions)
 - Suggested review of Inventory of all lands owned by the City, Infrastructure liabilities, Value-per-acre analysis, Road condition assessment, Pipe condition assessment, Network distribution methodology for pricing some items, Full inventory of city lands, easements, infrastructure, facilities, Inclusion of all items in STIP
- Merchant's Row Master Plan (Manager)

- Traffic Calming Corridor Plan, 10-12 busiest routes. Staff pursuit of grants for Corridor Planning, match with budget/ARP funding, create of a long term plan. (Position/consultant)
- Parking, in coordination with Traffic changes (Bill Ahearn)
 - Review Pilot Parking Program
 - Round 2 – Granite Street Markings; One-way on Lower Camp, Charles, River, and Glenwood/Elmore; Crossings by Southend Cumbies and Barre Manor
- Review Capital, Streets, Sidewalks plan with (TAC, PRT and ADA Committees)
- Expansion on Local Options Tax (Town Meeting Day)
 - Watch for S.111 passage
- Warn Opt-in Sales of Retail Cannabis (7 V.S.A. – 863) (Charter Review)
 - Pending Legislation to Mandate this
- Evaluate PILOT for revenues (Councilor Boutin)
 - The evaluation of PILOT revenues was the conversation started by Peter Anthony on properties that currently do not pay property taxes.
 - Info on payments from BHA and Downstreet
- Year-Round Yard waste program in Barre City (vs. selected dates in Barre Town)(Jeff Bergeron)
 - Disposal of Tree Trimming from City Property and in right-of-way
 - Reallocate funds from program with Barre Town to purchase a chipper
 - Work with CVSWMD on siting
- Management Reports – Standardize comparative data, format, and cover memos (Anything else needed?)
- Manager's Transition Plan (Rikk, Committee)
 - Community Survey, Review Job Description, Committee and Consultant Support
- Infrastructure:
 - Changes to layout at City Hall – (Bill/Steve)
 - Interim “compression” and reallocation
 - Historic renovations (Historic Grant?)
 - Address bathroom and other A.D.A. compliance issues and staff safety issues
 - Cornerstone Field (Mayor, Rich McSheffrey)
- Onboarding
 - Expand information to include different bodies of the city?
 - Include glossary of terms (Alphabet Soup)(Ericka)
 - Manager review of staff jurisdictions (review after Administrative Ordinance)
- Other:
 - Community Rating System (TBD)
 - Neighborhood Development Area (TBD)
 - Housing Programs
 - 2-Lot Subdivision, SFDU Program – Starter/Downsizing Home Program (Infill Housing Initiative)(TBD)
 - Painting programs
 - Hydrants, street sign posts
 - Private housing/assistance program
 - Citywide Trash/Recycle/Compost RFP (Organics Diversion Committee)
 - New Road
 - Friends of the Winooski Sept 19th /Fall Festival Sept 30th

Staff Items

Complete Streets/Smart Streets Plan (TAC and PC Input 03/16/2021) Staff feel this would be better served being done by a consultant. If you review Montpelier's Complete Streets Plan, it's much more complicated than just putting ideas down in a plan, as there are requirements that would come out of the plan, and some analyses would have to go with this plan. A complete streets plan requires compliance with Act 34 by the municipality and writing a plan.

- See Municipal Plan for their prioritization

Specific-Area Downtown & (Rivers) Corridor Physical Master Plan Planning Director started work on River Corridor bylaws 2 years ago with the CVRPC, which we would need to adopt a river corridors bylaw in conjunction with any **master plan**, so either a separate set of bylaws, or incorporate into and revise our current Flood Hazard regulations. If the City adopts river corridor bylaws, it will significantly reduce the ability to develop or redevelop most of the north end, and a significant portion of the downtown, and at the time, CVRPC said that adopting river corridor bylaws might not be a good thing for us. Planning Director believes whatever this type of plan is being thought of should be consultant led. We have a **Stormwater Master Plan** with projects and guidance that hasn't been reviewed since it was written, with five projects 30% designed. There are stormwater and other projects within the Hazard Mitigation Plan that haven't been addressed for over 10 years now. And, there is the Winooski River Basin Plan that contains a ton of information and planning that even I haven't absorbed it all yet. And at some point we should probably update the **April 2010 Merchant's Row Master Plan** or at least revisit it once we figure out what we are doing with the TIF funds. And the **March 2012 North Main to Summer Street Master Plan**? Should we turn our attention to updating these first?

Hazard Mitigation Plan Chapter on Communicable Disease (10/01/2022) (Chief Brent) Planning Director wrote and had approved the Hazard Mitigation Plan in 2017, it is due to expire at the end 2022, so the recommendation is to start updating this beginning about a year from now, as we are required to have a large amount of public input (stakeholder meetings, gatherings, etc.). Stephanie Smith, the State Hazard Mitigation Officer's response was that it's not worth the trouble to edit the plan at this stage, because of the layers of review and approval that are needed. If we edited or added a chapter now, by the time FEMA approves the revision, we will be in the midst of the required 5-year update next year, so just wait until next year when we work on the update. Planning Director has asked for FEMA funding to update our plan next year, and have asked for \$10,150 which the \$2700 match will come out of the Permitting and Planning budget.

Barre Town Water/Sewer Agreements, Water Sewer Budget, Water/Sewer Rate

- Barre City Team to develop an action plan
 - Steve/Steve/Bill/Mayor and/or Councilor Cambel
 - Barre Town Water and Sewer Agreements Rev.
 - 10-year Water and Sewer Budget
 - to include water system improvements
 - Rate adjustments

Individualized Department Head Reports

- “Retreat” – (June, 2021) (Department Heads)
 - Plans
 - Strategic Plan Review - Start in May 2021, have ready for VCRD Community Visit
 - Will need to start with information provided from committees to date
 - Department Promotion of City
 - Department Achievements/Awards
 - Heart Safe, etc.
 - ISO #3 Follow up (Dept Chief Aldsworth)(TBD)
 - New: Arbor Day Foundation Designation
 - Recruitment and retention (Department Heads)
 - Vacancies and vulnerabilities and succession planning
 - Assessor
 - Staff retention, demographics, reliability, and overtime
 - Culture
 - Additional positions needs/wants
 - Analysis of gender pay equity across dept. Heads. (Rikk)
 - Use Department of Labor information for range comparison

Strategic Plan FY2022 - FY2026

Introduction

Version: 05/24/2021

[Add Table of Contents](#)

Vision and Mission Statements

- The City of Barre is a diverse and welcoming community that celebrates our small town character, urban energy, economic vitality and environmental stewardship.
- The City of Barre’s mission is to provide affordable, high quality municipal services and a responsive, accessible, local governance to ensure all persons the opportunity to enjoy contributing to, and being a part of, the Barre community.

Strategic Plan

The purpose of the strategic plan is to become a living document that will guide the City Council’s strategic decision-making process and memorialize the accomplishments and opportunities inherent in the type of work that has been conducted. There are various time frames for achieving our goals and while each is important, the availability of financial and human capital will dictate implementation and effectiveness. The goals laid out in this plan are attainable and take into account our current committee structures with the understanding that the commitment is to reach our overall goals.

[Move to table in the back of the document](#)

Partnerships (Funded)

Funded in Budget

- Aldrich Library
- Barre Area Development
- Barre Partnership
- Department Heads

Bodies of the City

- Committees
- Boards
- Commissions
- [List them out](#)

Partnerships (Programmatic)

Nonprofit

- Vermont History Center
- Millstone Trails Association
- Barre Opera House
- Vermont Granite Museum
- Capstone Community Action
- Barre Youth Sports Association
- CV Chamber of Commerce
- CV Regional Planning Commission

- Green Mountain United Way
- Efficiency Vermont
- Vermont Youth Conservation (VYCC)

Governmental

- Agency of Commerce & Community Development
- Agency of Natural Resources
- Department of Health
- Etc.

- BUUSD
- Etc.

For Profit

- (Any Groups to partner with)

The Press

The Press (Times Argus, World, the Bridge, FROGGY, FRANK)

Historical Background and Assessment

On November 6, 1780, 19,900 acres of land which was west of the New Hampshire Grants and east of New York was chartered to William Williams and 60 others and given the name of Wildersburgh. This chartered land encompassed the area that is now known as the City of Barre and the Town of Barre. In 1788 John Goldsbury and Samuel Rogers brought their families here and began to settle the area. They were eventually joined by other people from New Hampshire, Massachusetts and Rhode Island. On March 11, 1793, the first town meeting was held in the community. The name of the community was eventually changed to Barre. There is some debate about whether this occurred by auctioning off the right to the highest bidder or by means of a fist fight.

After the initial process of settling the community, the basic manufacturing enterprises of the day (saw mill, grist mill and bartering of food) were established. Barre started to develop in a different manner than the surrounding communities after the granite industry was established soon after the War of 1812. The development of this industry and other factors led to some population growth up until 1830. However, this growth leveled off for some fifty years thereafter. There were 2,012 residents in 1830 and just 2,060 in 1880.

The arrival of the railroad in Barre helped the granite industry become a major industry. The fame of this vast deposit of granite, which some geologist say is 4 miles long, 2 miles wide and 10 miles deep, soon spread to Europe and Canada. Large numbers of people migrated to Barre from Italy, Scotland, Spain, Scandinavia, Greece, Lebanon, Canada and a number of other countries. The population increased from 2,060 in 1880, to 6,790 in 1890, to 10,000 in 1894.

Over time, a major portion of the population came to reside in the lower valley portion of the Town which included different villages. For reasons best known to the people of the time, just under four square miles of the more populated area of the town was carved out in 1895, and the City of Barre was created by the action of the voters and the charter which was granted by the state legislature. The City of Barre has continued to exist as a separate governmental entity from the Town to this date.

Core Values

The core values representing the beliefs and behaviors by which all members of the City of Barre organization shall conduct ourselves and providing a common basis for making and evaluating all decisions and actions are as follows (review along with Ground Rules):



(Update Graphic with City of Barre Goals)

City of Barre Goals

Goal 1: Improve the Quality of Life for Barre City Residents

Goal 2: Enhance our Downtown, Neighborhoods, and Industrial Areas

Goal 3: Ensure that the City of Barre Infrastructure and Programs are Sustainable

Goal 4: Improve Communication between the City, Residents, Businesses, and our Partners

Goal 5: Comply with Federal Laws, State Regulations, and Enforcement of City Charter, Ordinance and Policy

Goal 6: Support City of Barre Partners

Goal 1

Improve the Quality of Life for Barre City Residents

Since 2018 City Council...

- Updated Several / and acknowledgement of accountability provided in policies.
- Public Forums - Public Safety (October 8th)(Housing/Transportation Forum)
- Neighborhood Watch – 35 Organizational meetings (33 New areas). The City had success with establishing Neighborhood Watch Areas. Starting with meetings of two established groups, 21 additional groups were organized by June 30th of 2019. These groups reported issues with traffic and safety in their areas but were also able to meet their neighbors and gather contact information to help support one another. Some safety concerns were able to be communicated to law enforcement, but most of the items turned out to be with traffic calming measures, questions with plowing and sidewalk maintenance and other Public Works related items that were referred to the Transportation Advisory Committee. It is planned to have an organizational meeting completed for each defined area of the City by the end of FY20.

- Sharps Program, SADD Opioid Education Project, Public Safety Forum x 2, Street Crimes Unit, Continue Yard Waste Program, Take Back Day disposing of unused medications.
- There are hazardous waste collection days with a partnership from the Central Vermont Solid Waste management District and Scrap Metal recycle Days in partnership with Washington County Sheriffs and Bolducs.
- Environmental
 - Net Neutral Pledge 4/17/18
 - Green up Day
 - Evergreen Screen WWTF request in 12/18 led to grant GMP
 - Arbor Day Free Trees (June x 2)
 - Earth Hour/Water Conservation Pledge
 - Water Filtration Day, tour of the Water Treatment Facility (5/28/19)
 - Approved the Energy Plan Consultant
 - Scrap Metal Day x 2 4/27/19
 - Request for Tree screening by VGM lead to grant for GMP trees.
 - Butlers on Main Street
 - Last April we passed Resolution 2018-05 which solidified our commitment as a city to work with Federal, State, and local agencies to become more environmentally conscious as well as craft policies that will further the goal of a clean sustainable city.
 - We have made an important step on main street by replanting all the trees that line its way.
 - Just this past week we were awarded 40 trees from Green Mountain Power and they were planted in the city to create a barrier between here, the granite museum and the Wastewater treatment facility.
 - The Gunners Brook flood mitigation project is one that has proven it could pass the test. Last January it did just that, by catching ice that could have ended up in the choke point and flooded homes like it had 3 times already in the past 8 years. Ice managed to rise to 7 feet high and even with that the overflow was not needed. This work could not have been done if it hadn't been for the expertise of the DEC staff.
 - In 2020 the City Planning Office created and adopted a new Conservation District that protects several parcels of land (green spaces) within the City limits including the 67-acre Cow Pasture property.
 - Approved the Management Plan for the Barre City Cow Pasture (2017)
 - The City supported Grant applications for improvements to the Cow Pasture trail system that engaged the Vermont Youth Conservation Corps (VYCC). In kind support was provided by the City and matching funds were available from the Semprebon bequest to the City.

Goal 2

Enhance our Downtown, Neighborhoods, and Industrial Areas

Since 2018 City Council...

- Transportation
 - Bus Routes Barre to Burlington, Barre to Morrisville
- Recreation
 - Bike Rodeo, Kids to Park Day, Cow Pasture trails development

- Supported the Conservation and re-zoning of the Barre City Cow Pasture property and approved the *Management Plan for the Barre City Cow Pasture (2017-2027)*
- Public Forums
- Opportunity Zone (November 8th, 2018)
- Housing
- Pearl Street Pedway and public sculpture “Culmination”
- The Pouliot Avenue Stormwater Mitigation Project
 - https://vtdigger.org/press_release/barre-city-pouliot-avenue-stormwater-mitigation-project-completed/
- Development of the City Pool utilizing and American Gift Fund and LWCF Pool Project Grants
- Barre Partnership is hosting the 1st Annual Barre Home Brew Festival and Competition, and the city will be host to the Vermont Council on Rural Development Community Visit to gather additional ideas to grow the City of Barre.

Goal 3

Ensure that the City of Barre Infrastructure and Programs are Sustainable

Since 2018 City Council has held a joint-meeting with Department Heads to convey why items were prioritized and ensure that Council is aware of major issues, can discuss more efficient ways to operation the city, and to reinforce that the Council works through the Manager. Council and Department Heads have also had the opportunity for training for Implicit Bias, Prevention of Sexual Harassment, Supervisor Respect Training, Emergency Management, and to participate in sessions at Local Government Day through the Vermont League of Cities and Towns (VLCT) and summits through the Vermont Council on Rural Development. Council began receiving presentations at City Council meetings from department heads to further discussion in public on areas that they are responsible for, which finalized with over 14 different presentations from staff. This allowed for jointly reviewed plans for parking enhancements, snowstorm responses, the Local Emergency Response Plan, and several other items that would affect the budget and operations. Additionally, Council participated in site visits at major City buildings and infrastructure to understand some of the larger challenges that are facing the city. The list of major items, from the DPW Campus to a long-term study of the Dix Reservoir, has been communicated with Congressman Welch in hopes of a larger Infrastructure Bill to assist with funding. The City was able to complete:

- Approve work to be performed on Pearl Street and the Keith Avenue Parking Lot
- Approved work to be performed Pouliot Ave. Storm water Engineering Project
- Storm Sewer reconstruction projects
- Two new emergency boilers in City Hall
- Alumni Heating Assessment
- Unbudgeted Repair of the BOR Chiller system

Some of the primary functions of City Council is to address issues with Charter, Ordinance, and Policy. Councilors continue to be assigned tasks in workgroups in these areas. The Charter workgroup met and provide a list of items, including expansion of duties from the Housing Board of Review, which was passed by the voters, but was tweaked at the Legislature prior to implementation.

Ordinance

Several Ordinances were revised, which require several hearings to complete. Aggressive panhandling in Chapter 11 was challenged by the ACLU and was rescinded in May of 2019. Also adopted in May were changes to the Vacant Building Ordinance, after the long-awaited appointment of a new Health Officer to review, which provides for additional restrictions on properties that are left vacated. For compliance with the Act 148 Composting Bill, Chapter 18 revised trash and composting in June of 2019. One of the longer ordinance conversations was with the overhaul of the Unified Development Ordinance presented by the Planning Commission. After several reviews and comments from the public, it was also adopted in June and officially in effect on July 16th, 2019. (add FY20 Ordinances)

Policy

In FY19, Six total policies were revised, which all but one was completed in the last 3 months of the fiscal year and the review process will lead to a greater number of polices reviewed in FY20.

- FY19 Policy Work Group(s) – 6 total, 1 rescinded, 1 new, 4 revised, 5 of 6 in last 3 months.
 - Asset Naming Policy (Sue/Brandon/Lucas)
 - Voter Approved Assistance (Keep as is)
 - Rescind Tax Appeal Policy (Carol)
 - Conflict of Interest (Rich, Lucas)
 - Rules and Procedures (Rich, Lucas)
 - Social Media (Lucas and Rich)
- FY20 Policy Work Groups (add FY20 Policies here)

Revenues and Expenses

The City of Barre will see several initiatives completed within FY20. Council will need to address the water and sewer rate in response to the reconciliation of bills owed to VTrans for the Big Dig and Quarry Street Projects, to cover a bill of over \$1 million dollars owed to the State of Vermont. Finalization of outstanding debt, along with the hiring of Financial Director Dawn Monahan, is what has allowed for the audit to be in this report. There are several items that effected the projected FY20 budget, such as unforeseen winter storm expenses, loss of antenna rental revenue, and a \$100,000 repair of the leaking Chiller System at the B.O.R. that will need adjustments within the budget. The status of the Wheelock building will be revised with possible grant applications for repairs.

- Grants – FY19
 - American Gift Fund Grant - Pool
 - LWCF Pool Project Grant (10/16/18)
 - USDA Rural Development Grant - Ambulance
 - GHSP Grant – DUI Patrol, Speed Cart (4/16/19)
 - Green Up Day Grant
 - DOC Grant – Outreach Coordinator
 - Housing Consortium Grant
 - VCDP Planning Grant for Granite City Grocery
 - Edgewood Brook/Park-Winter Meadow Neighborhood, Stormwater Treatment
 - Planning loan funds to support replacement of the Wastewater Treatment Facility digester.
- Grants – FY20
 - Add here

- Expenditures
 - Salt Use Study
- Bond Votes
 - \$2.5 million based on a 1/15/19 “Summary memo” for City Infrastructure needs
 - \$560,000 Bond

Contracts

- Ratification of 2018-2020 FOP (Police) Collective Bargaining Agreement
- Contracts also include the contract and evaluation process that we have with our City Manager.
- [Add others here](#)

Staffing

- Current Org Chart
- Added position
 - FY19
 - FY20 – Firefighter
 - FY21 – DPW workers/Two new Police Officers

Goal 4

Improve Communication between the City, Residents, Businesses, and our Partners

Since 2018 City Council...

has implemented an onboarding process, providing orientation with staff, city issued email, business cards, and added contact information on the city website. Website functionality has expanded to support a “From the Desk of the Mayor” monthly report. Councilor outreach grew to include quarterly Ward meetings, quarterly budget presentations, receiving VT Alert Notifications, livestreaming Council meetings, and creation of additional Facebook pages for the City and different Departments for communication. “Coffee with the Mayor” meetings at Espresso Bueno (inviting Department Heads to join me every other month) to allow residents an alternative to going to the televised Council meeting to convey ideas and ask questions. Public announcements were added to public access television and increasingly through Front Porch Forum e-newsletters. Most residents also aren’t aware that there is a community calendar function embedded within Front Porch Forum that is free for everyone to use, which could be expanded upon for community growth. Council also held joint meetings with Montpelier and Barre Town.

In FY19, through a successful recruitment effort, Council appointed 36 different people to currently, 39 different positions on city Boards, Commissions and Committees. This re-established all committees, except for Housing Board of Review, including the newly established Tree Stewardship, Community Gardens, and a joint Solid Waste Management Committee with Montpelier. Volunteers were also recognized for their service at a luncheon, which has continued with vocal support during City Council meetings. I have made an effort to attend all Committee meetings at least once, to receive feedback from the members. Council is hopeful communication grows through quarterly reports from each committee starting in FY20.

As part of City Council agendas, several organizations and Committees attended and provided an overview of what they do or to make requests from the City. These groups included the SHS Football and the Rising Tide Program, addition of K-9 “Mikey” to Police Department, Winooski River Tactical Basin Plan, Central Vermont Solid Waste Management District, Freezing Fun for Families, Budd Cars from All-Earth Renewables, Central Vermont Internet (CV Fiber), Central Vermont Disaster Animal Response Team, Vermont Foodbank, Vermont Granite Museum, ReSOURCE, AmeriCorps, Agency of Human Services discussion on Community Profiles, Barre Lions Club, Barre Babe Ruth 13u State Champions, American Legion Family, Barre Rotary, Veterans of Foreign Wars, Boy Scout of America, Capstone Community Action, Bernadette Rose’s discussion on ticks and Lyme Disease, VTrans I-89 Exit 6 Ledge Removal Project, VT Bicycle Shop’s Winterfest event in the Cow Pasture, Vermont League of Cities and Towns, Vermont Historical Society, the Governor’s Opioid Council, Barre Partnership, Barre Area Development, Aldrich Public Library, American Red Cross, American Cancer Society, Highgate Kids Summer Program, the Old Labor Hall and Rise Up Bakery, and Central Vermont Medical Center discussion for changes with Granite City Primary Care.

FY20 Creation of Diversity and Equity, **Civilian Oversight and Advisory Board, Animal and Fowl Task Force.**

Items not pursued:

- Precious Metals Ordinance
- Gazebo Use Policy
- Cameras on Main Street/ City Parks
- Air Conditioning at the Auditorium
- Pledge of Allegiance at the beginning of Council meetings
- Sale of property in Orange next to the Dix Reservoir
- **Add others from FY21 Priorities**

Goal 5 Support City of Barre Partners

Since 2018 City Council...

- Promote investment opportunities
- Support Downtown Businesses – Ribbon Cuttings
 - Si Aku Ramen (4/21/2018)
 - Mingle (5/5/2018)
 - VGM Sign (with move of Welcome to Barre Sign)(5/5/2018)
 - Barre Community Justice Center (6/21/2018)
 - Lyons flagpole in Currier Park (7/11/2018)
 - BCEMS Garden (8/20/2018)
 - Spanish Influenza Memorial (10/26/2018)
 - Scouting Monument (11/3/2018)
 - Rise Up Bakery (12/5/2018)
 - Vermont Bicycle Shop – move and reopening (4/1/2019)
 - Forget-Me-Not Flowers and Gifts - move (5/15/2019)
 - Reynold’s House (5/20/2019)

Draft City of Barre Strategic Plan FY21-25

- Summer Street Mural (6/8/2019)
- C + W Print and Design – move (6/14/2019)
- Mister J's (6/26/2019)
- Magnifique Salon (July)
- Edmond Rouse Financial Office to old Rinkers Building (8/16/2019)
- Helply (9/3/2019)
- Emslie's Grand Reopening (9/13/2019)
- EasterSeals (9/17/2019)
- Pearl Street Pedway and Sculpture (11/8/2019)
- VTrans (12/4/2019)
- Next Chapter Bookstore (January)
- VT Salumi (January)
- Salvation Army (TBD)
- Kitty Café (TBD)
- The Meltdown (TBD)
- Delicate Decadence Move (TBD)

- Summer Street Mural – Get information from Caroline Earle.
- Barre Planet Path on the Barre Bike Path Near BCEMS
- Barre Partnership in the Wheelock Building
- Simply Delicious sold to Forget-Me-Not Flowers and Gifts
- Easterseals move to the Blanchard Block
- 802 Coffee to Ayers Street (TBD)
 - Reviewed sale of the Wheelock building
 - FY20 Auction items
 - FY20 Cornerstone Park???
- Letters of Support
 - Vermont Council on Rural Development
 - Support of the Foodbank for their Grant application (12/18/18)
 - Commuter Rail Service in H.529 – Transportation Bill
 - Support the National Guard and Reserve
 - Sexual Assault Team Certificate of Local Government Approval.
 - CVFiber will receive \$60,000 to complete a feasibility study and business plan for providing high-speed broadband to each of its 17 member municipalities, including 755 locations in its territory that lack access to broadband with speeds of 25Mbps download and 3Mbps upload.
 - Letter of Support for BUUSD grant application for the Electric School and Transit Bus Pilot Program, which they were chosen.
 - Autism sensory bags through a grant facilitated by WCMH to outfit 5 ambulances in Barre and Montpelier.
 - Letter of support for Highgate Nonprofit to receive a grant for Community Kitchen received \$18,000
 - Letter of support for Barre Housing Authority
 - Letter of support for CVSWMD x2
 - Add more from FY20

- Letter of support for transportation bill, which railway study will be reviewed this year by the State Legislature: https://vtdigger.org/press_release/federal-transportation-funding-restored-for-2020/
- Barre City affirms support for Guard and Reserve
 - <https://www.esgr.mil/News-Events/ESGR-In-The-News/articleType/ArticleView/articleId/8321/Barre-City-Mayor-affirms-support-for-Guard-and-Reserve>
- Add more from FY20
- Add Committees

Primary Areas of Focus 2020-2025

Goal 1

Improve the Quality of Life for Barre City Residents

Objective

To Address Environmental issues that affect the health and well-being of our residents

Strategy 1

Establish and Maintain meetings with Residents in areas of their concern

Action Steps/Tactics

- Neighborhood Watch Groups
- Forum on Public Safety

Strategy 2

Establish and Maintain events for residents to improve their own standard of living

Action Steps/Tactics

- Barre Yard Waste Disposal Program
- Scrap Metal Recycle Program
- Tire Drop-off Day
- Expand Alternative Energy
 - Opportunity for community or individual solar projects, regional biomass projects, small-scale hydro, home and business efficiency awareness programs.
 - Barre Energy Committee
 - Efficiency Vermont Home Visits
- Enhance Educational Opportunities
 - Work with CCV and VSC to provide classes within the City of Barre, saving the need for travel.
- Expand a Continuous Personal and Professional Development Program
 - Work with the CVCC and Adult Basic Education to expand upon career readiness or career change opportunities through on-the-job training or through a Business Incubator and Co-Working Space
 - Provide programs that pair student and adult learners with skilled mentors, internships and classes.
 - Promote job and college fairs

- Create or expand on current timebank/skill-sharing programs to access and trade services amongst community members.
- Expand upon Community Health and Wellness (3-4-50 Program)
 - Coordination of nutrition and exercise programs
 - Provide and encourage a walkable - bikeable City and promote and encourage heart healthy activities.
 - Expand upon Green Spaces
 - Smoke cessation and prevention
 - Improve access to current health service providers
 - Work with local community health and wellness providers to address addiction prevention and recovery.
 - Phoenix, others.

Strategy 3

Enforce Ordinances related to quality of life

Action Steps/Tactics

- Review current Minimum Housing and Vacant Building Ordinance Compliance
- Reduce second hand smoke by providing designated smoking areas and signage for smoke free downtown areas. Barre has been first in so many things, and shows its commitment to a healthy environment in so many ways, we hope you'll consider it time to take additional steps toward decreasing exposure to second hand smoke for the 83% of the population who do not smoke and the 1/3 of those who do smoke and want to quit.
 - Smoking - <https://legislature.vermont.gov/Documents/2020/Docs/ACTS/ACT027/ACT027%20As%20Enacted.pdf>
 - Smoking Wholesale - <https://legislature.vermont.gov/Documents/2020/Docs/ACTS/ACT022/ACT022%20As%20Enacted.pdf>
- **Restricting the location of alcohol tobacco, vape, Juul, and marijuana retailers, sales, service, and consumption through zoning or ordinance**, so that they are 1,000 feet away from schools, playgrounds, parks, childcare centers, and teen centers. Be mindful about the location, numbers and types of establishments selling "adult only" products to reduce children's exposure to such products and decrease opportunities for targeting of youth by the multinational corporations and interests behind such marketing and merchandise.
- **Adopt content-neutral advertising** to limit the total amount of advertising, regardless of content (alcohol, tobacco, candy, ice cream). Some examples of towns in Vermont that have begun these and other improvement projects are St. Johnsbury, Bethel, Springfield and Brattleboro.
-

Strategy 4

Participate in Statewide programs to increase the health and well-being of our residents

Action Steps/Tactics

- Green Up Day
- Department of Health 3-4-50 program
- American Red Cross Sound the Alarm Event to install Smoke Alarms and CO2 Alarms

Strategy 5

Provide Opportunities for Youth

Action Steps/Tactics

- Recreational Activities
- Interaction with schools, youth programs
- Encourage surrounding organizations to increase youth programming
- Make a wish Foundation Fundraiser?

Strategy 6

Improve pedestrian and vehicular safety

Action Steps/Tactics

- Line Striping
- Mowing along Rt 62 via VTrans,
- Railroad signals are clear to see
- Speed Cart usage, police visibility
 - Evaluate Crosswalks, signals, and walkability from each side of main street to increase walkability into the downtown
 - ADA Committee

Strategy 7

Expand resident Access to healthy food

Action Steps/Tactics

- Expand Upon Community Gardens and Green Spaces by small investments in trees, flowers
 - Garden Committee
- Granite City Grocery
- Access to hub and spoke food shelves with delivery services, and expanded training on how to grow food.

Strategy 8

Engage with Committees and Partners for Strategic Planning

Action Steps/Tactics

- Note: There is no mention in this document of mitigation of Hazardous Waste Sites that are currently being addressed by the City. Mention here or some other place?

Measurable/Outcomes

- Increase
- Acquiring
- Decrease in Violent and Property Crime Rates
- Engage with property owners
- Reader's Digest as the "Nicest Place in Vermont" in 2019

- First Gold Level Municipality in the Department of Health 3-4-50 Program. The City of Barre was the first municipality in the State to achieve the Gold-level requirements for the 3-4-50 program and has maintained that status. Additionally, the City also pledged to become a healthier community by focusing efforts on expansion of the bike path, pool improvements and performing a walk audit for increased walkability in the City.



Short Term – FY21

- Outcome

Long Term – FY22 to FY25

- Next steps

Goal 2

Enhance our Downtown, Neighborhoods, and Industrial Areas

Objective

Strategy 1

Increase mobility and transportation options

Action Steps/Tactics

- Walk Audit Group
- Traffic Advisory Committee
- Expand and Improve Paths, Routes and Trails
 - Finalize Bike Path Plan
 - Review other areas of the City, such as the Cow Pasture Property and River areas, for increased walking trails
 - Improve signage to paths and while on paths to direct users to and from local attractions and amenities.
 - Bike Path Acquire Metro Way Easements
- Work with GMTA for expanding routes and stops
- Address transportation needs as being a barrier for students participating in different programs (like Work Based Learning).
- Support railroad crossing enhancements and rail corridor study (H.529 Transportation Bill)

Strategy 2

Increase parking and parklets

Action Steps/Tactics

- Continue with the surface parking changes to expand parking within the downtown without the need/cost for a parking garage
- Continue pop-up program to support additional green space in the downtown
- Snow removal options for increased Parking
- Partner with local nonprofit and for profit businesses for parking sharing
 - VGM

Strategy 3

Acquire and maintain online tools to assist with functionality

Action Steps/Tactics

- Park Mobile to assist with parking meter collection and revenue
- See.Click.Fix to assist with resident reporting
- Online Bill Payment options

Strategy 4

Improve Blighted Properties and Housing Stock

Action Steps/Tactics

- Vacant Building Ordinance
- Salvage Yard Ordinance
- Vehicles on Private Property Ordinance
- Apply for State and Federal programs and funding to support creation of affordable housing programs
- Work with residents to define areas of the city where housing improvements can be made
- Provide right-size housing options for residents looking to downsize due to retirement or becoming empty nesters
- Promote co-housing options that will attract younger and older residents into current and future housing options.
- Capture private investment in collaboration with regional, state and federal partners and programs to develop necessary housing.
- **Clean up appearance of vacant downtown storefronts** by setting standards for acceptable conditions and appearance of downtown businesses. If city-owned, invest in some paint and start a “downtown beautification” team to get volunteers to fundraise and/or make repairs and do painting. Hire or give a nice big grant to the Central Vermont Paletteers to design scenes or designs that can be printed on sturdy cardboard to put in the windows of vacant stores. (Springfield has something like this.) Hire someone to clean those windows on a monthly basis. For buildings not owned by the city, enact regulations requiring owners to make any repairs or maintenance needed to the exterior front of the building within 60 days of any vacancy or a fine will be imposed. For existing, occupied stores – incentivize the shop owners to freshen up the exterior appearance if indicated.
- <https://www.sevendaysvt.com/vermont/whats-up-with-the-boulders-surrounding-a-defunct-barre-business/Content?oid=28971560&media=AMP+HTML>

Strategy 5

Maintain and expand upon features within the Downtown and Neighborhoods

Action Steps/Tactics

- Youth Triumphant and other memorials
- Cemeteries, Conservation Areas and Parks
- Enhance and expand Conservation zones when opportunities arise. Conservation zones include the Cow Pasture property and other greenways (see Barre City Adopted Zoning Map 2020-01-07).

- Protect and enhance access to rivers and stream corridors, by discouraging paving and development that restricts public access and creates water quality issues due to impermeable surfaces.
- Creation of an Arts District that incorporates sculptures, murals and other artistic elements to improve aesthetics and streetscape. This hub would connect artists and crafters to each other, help get their art and products to consumers, and celebrate creative talent in the region.
- Items from Public Art Committee
- Trees along mainstreet and throughout the City
- Civic Center Complex Enhancements
- Improve and Coordinate Family Services
 - Working Communities Grant application
 - Enhance Access, Coordination, and Communication of key resources from nonprofits and other service providers
 - THRIVE, others
 - Evaluate available childcare locations in the area to ensure adequate space is available and education/professional development for childcare providers.
- Painting Buildings and creating a fund to support
 - Murals (Granite Importers; Anderson Frieberg Co; Swenson Granite (owned by PolyCorp), Legion Building; also revisit monument for bike path
 - New coat of paint on Vacant Buildings or properties along Routes 302 and 14
- Redevelop Merchant's Row (Infrastructure)
- Pool Revitalization
- Walkable access to green spaces
- Preserve 'paper streets' that connect neighborhoods to the Cow Pasture property and other green spaces
-

Strategy 6

Maintain and expand upon events to Support Downtown Revitalization

Action Steps/Tactics

- Festival of the Arts (New)(5 Ws)
- Pink in the Rink at B.O.R.
- Gamers for a Cause
- City Wide Yard Sale (Barre Partnership)?
- Buy Local Initiatives
- Professional Holiday Decorations

Strategy 7

Develop unused Public Property

Action Steps/Tactics

- Develop water areas (Beach by Cornerstone Field, Enhance paths to the Waterfall)
- Develop space around parking (Garden, Tree?)
- Pavers to enhance certain areas of the city (fundraise, crowdsource to complete)

Measurable/Outcomes

- Increase in Grand List
- Acquiring Additional businesses and jobs
- Decrease response time to resident and Customer issues.

Short Term – FY21

- Create a Neighborhood Development Area
- Economic Development Task force, outside of City Government, to evaluate current and future state.
 - How to attract new businesses (manufacturers, a brewery, expanding local shops)
 - BADC, BP, CVEDC, Merchants Committee, Interested Residents
- Look at the redevelopment of the JJ Newbury's Building as either an Arts Center, Community Center, or Business Incubator and Co-Working Space
- Support Regional and local business organizations to identify opportunities to share resources and lend mutual support (share space, tools, other resources).
-

Long Term – FY22 to FY25

- Create a Maker Space, similar to the Generator in South Burlington
-

Goal 3

Ensure that the City of Barre Infrastructure and Programs are Sustainable

Objective

To address all liabilities of the City of Barre so that they are managed and maintained

Strategy 1

Council to receive updates from the Manager and Department Heads on items of responsibility

Action Steps/Tactics

- Department Heads to provide written reports in Council packets.
- Each Department Head to meet with City Council at least once annually.
- City Council to have combined meeting with Department Heads to review priorities at least once annually.
- City Council and Staff to receive adequate training in areas of responsibility

Strategy 2

Ensure that all City of Barre Plans, both required and operational, are updated

Action Steps/Tactics

- Review status of Paving, Sidewalks, Retaining Walls, Bridges, Culverts and other Streets Infrastructure.
- Review status of Water and Sewer Infrastructure
- Ensure mutual aid is mutual
- **Etc.**

Strategy 3

Continue to Maintain all Charter, Ordinances, and Policies are up-to-date for the City of Barre

Action Steps/Tactics

- Assign members of Council to work on Charter revisions with staff
- Assign members of Council to work on Ordinances with staff
- Assign members of Council to work on Charter with Staff
-

Strategy 4

Review Revenues and Expenditures for opportunities to reduce taxes and fees necessary to maintain infrastructure and programs

Action Steps/Tactics

- Assess the need for each Program in the City of Barre, along with staffing levels
- Assess the inventory of City Assets and why they are needed
- Apply for grants and other funding sources to offset City Expenses
- Support Committee Grant Applications that enhance City spaces by sponsoring and providing in-kind support.
- Citywide Reassessment
- Capital Plan by November 2020
- Salt Budget – Have a better number to work with after changes for the FY22 Budget
- Fuel Savings – Review City Hall and Alumni Hall with Boiler Changes
- Mutual Aid +/- with Surrounding Communities
- Other Critical/Failing infrastructure
 - GIV Trestle
 - Water/Sewer metering suggestion follow up
 - Water/Sewer Fund Items – Separate Fund and assuming this will be after the budget process.
- TIF Bond Funds available.

Strategy 5

Recruit and Maintain the best staffing possible for the City of Barre

Action Steps/Tactics

- Negotiate fair union contracts that benefit both the city and the staff
- Review changes that are happening with job descriptions and wages structures in the overall job market.
- Hold an Employee Recognition Luncheon annually.
- PACIF Grants for equipment makings safer staff eliminating claims and decreasing insurance costs/Dept Head Training
- Job Description Review to ensure all tasks to complete are included.
-

Measurable/Outcomes

- All Charter provisions, Ordinances and Policies are reviewed at least once every five years
- Acquiring
- Decrease
- Engage with property owners

Short Term – FY21

- Outcome

Long Term – FY22 to FY25

- Next steps

Goal 4

Improve Communication between the City, Residents, Businesses, Committees and our Partners

Objective

To

Strategy 1

Increase the amount of information provided on the City website, through social media and at City Council meetings.

Action Steps/Tactics

- Make sure that all updated Charter, Ordinance and Policy is added to the City Website and communicated through social media in addition of statutory locations.
- Posting of Police Logs and Monthly reports, Quarterly budget presentations, and other Department Head information.
- Participate in VT Alert notifications on Water and Streets issues
- SharePoint usage for agenda creation and historical documentation for Councilor use
- Use of Videoconferencing recordings, CVTV, livestreaming and other tools to communicate information.
- City Projects listed on website

Strategy 2

Hold joint meetings with neighboring Councils and Selectboards, and invite organizations from the public to meetings for areas of information and collaboration

Action Steps/Tactics

- Mayor to provide proclamations for continued efforts and milestones in the Barre Area
- Meet with Councils and Selectboards as necessary regarding issues such as the CVPSA, jointly funding organizations, and discussion on joint RFP or Grant applications
- Mayor and Councilors to attend meetings of boards, committees, commissions, school board, high school classes, and other organizations as requested.

Strategy 3

Continue to hold Ward meetings, Coffee with the Mayor sessions, and Neighborhood Watch meetings

Action Steps/Tactics

- Hold at least one Coffee with the Mayor session with each Department Head Annually
- Hold at least one Ward meeting, to be led by Councilors in that Ward, Annually

Strategy 4

Continue to have reports from organizations receiving or seeking funding or other support from the Barre City Council.

Action Steps/Tactics

- Quarterly Updates from the Aldrich Library, Barre Area Development and Barre Partnership.
- Annual Reporting from organizations receiving funding from City of Barre ballot items.
- Annual updates from City Committees.

Strategy 5

Continue to recruit and maintain membership on established boards, commissions and committees.

Action Steps/Tactics

- Hold a volunteer recognition luncheon at least annually
- Have committees create mission/vision and review this documents for goals and tasks

Strategy 6

Maintain a record of items that Council has decided to move forward with, as well as items Council had decided not to

Action Steps/Tactics

- Maintain minutes of meetings
- Provide monthly reports to the public
- Keep an annual inventory of items completed as well as items not pursued.

Measurable/Outcomes

- Increase resident awareness of City items
- Increase resident participation in City Decisions
- Acquiring
- Decrease
- Engage with property owners

Short Term – FY21

- Outcome

Long Term – FY22 to FY25

- Next steps

Goal 5

Support City of Barre Partners

Objective

To support common goals so that partner organizations can achieve successful outcomes

Strategy 1

Write Letters of Reference or Recommendation as requested for grants and loans

Action Steps/Tactics

- Support CV Fiber in expanding and improving Internet Access throughout central Vermont
- Promote Marketing and Tourism
 - Coordinate efforts by the State of Vermont, CV and State Chamber of Commerce, BADC, BP, and CVEDC to further the brand, visitors center, pamphlets, map of trails, businesses, amenities, and walking tours.
- Maintain a healthy job market
 - Promote investment opportunities
 - CV Internet - Access to internet, smart phone, in order to provide access for services like Uber, or public Uber-like system.
-

Strategy 2

Promote investment opportunities

Action Steps/Tactics

- New Market Tax Credits
- Opportunity Zone
- Status of 2020 Census?
-

Strategy 3

Support Downtown Businesses

Action Steps/Tactics

- Ribbon Cuttings
- Expand Community Events, Concerts and Festivals
 - Bring back “fairs” that were once a part of the downtown in addition to community calendar of events (and post on FPF community Calendar)
- Free parking for bikes
- RED Shirt Fridays
 - So why Red Shirt Friday you ask? Well it’s simple. Wear a red shirt every Friday to show that you respect and support our troops and veterans. Throw your politics out the door for a moment; you don’t have to support the wars we engage in, in order

to support our troops and appreciate the sacrifices that they make daily.

<http://www.redshirtfriday.com/>

- Parking Committee
 - <https://www.boston.gov/departments/parking-clerk/parking-ticket-fines-and-codes>
 - <https://www.portlandoregon.gov/transportation/article/183973>
 - <https://parkburlington.com/downtown-parking/enforcement-and-tickets/>
 - <https://parkingtickets.cityofmadison.com/>
 - https://www.answers.com/Q/How_much_does_a_parking_ticket_cost
 - <https://city.milwaukee.gov/ParkingServices/ParkingMeters#.XRLvxndFzZg>
 - <https://www.montpelier-vt.org/916/City-Parking>
 - <https://parkburlington.com/downtown-parking/parking-rates/>
 - <https://www1.nyc.gov/html/dot/html/motorist/parking-rates.shtml#rates>
 - <https://www.catchdesmoines.com/visitor-info/transportation/parking/>
 -

Strategy 4

Use existing City space to support private programs

Action Steps/Tactics

- Bring in larger venues using structured rate program for better utilization during peak and off peak times.
 - CCC, Recreation Committee from BC and BT, Interested Residents
- Expand Community Events, Concerts and Festivals
 - Bring back “fairs” that were once a part of the downtown in addition to community calendar of events (and post on FPF community Calendar)
- Establish a Unified “Barre” Recreation Program to increase utilization of structures, such and the Auditorium and B.O.R., as well as ballfields, parks and other green spaces.

Strategy 5

Promote the usage of private locations

Action Steps/Tactics

- Utilize the N. Barre Rink?
- Provide a welcoming packet to new residents, whether they rent or own.
 - Realtors
-

Strategy 6

Recruitment of New Business to the City of Barre

Action Steps/Tactics

- Reach out to BGS - the Agency of Human Services (AHS) on its vision for location on its facilities as resources which enable their services. Help them achieve Positive outcomes. DOC/DMH Change: - (**Email BGS/AOT on other placements**)
- Replace the Middlesex Therapeutic (temporary) Community Residence (7 beds) with a state owned (permanent) facility of up to 16 beds. AHS and BGS will be evaluating potential residential properties in central Vermont that meet the needs of this population that could potentially be rehabilitated or will locate property where a new facility could be built.

Geriatric psychiatry – contract for 10-12 nursing home beds and 10-12 residential care home beds at various locations across the state.

- Eastern Mountain Sports/L.L. Bean/Pharmacy – Anchor tenant

Strategy 6

City of Barre charitable giving activities

Action Steps/Tactics

- Brusa Trust 6/26
- Stuff-a-truck
- Holiday meter donations to Recreation Committee
- Shakespeare Camp at Highgate through the Brusa Fund
- Dollar Drop supporting the BCEMS Holiday Fund
- Provided funding for kids to attend the City Pool in previous years (now pool project)
- \$5,000 from Semperbon Annuity to the Tree Committee

Measurable/Outcomes

- Increase
- Acquiring
- Decrease
- Engage with property owners
- 25 Most Beautiful Libraries in America. - 2019
- John Pandolfo was named superintendent of the year - 2019
-

Short Term – FY21

- Outcome

Long Term – FY22 to FY25

- Next steps

Goal 6

Legislative Action?

1. **Act 250 in State Designated Downtowns & Neighborhoods** Modify jurisdiction to exempt development-ready downtowns & neighborhoods, enhance flood readiness, and transition permits to municipal review.
2. **State & Municipal Water/Wastewater Connection Permits**
Reduce double-permitting for straightforward residential connections in capable municipalities.
3. **Housing Regulation, Municipal Technical Assistance & Training**
Amend the enabling legislation to expand small-scale residential development opportunities (such as small lots, ADUs, and duplexes) in and around downtowns and villages; help municipalities with updates, and provide training for ‘missing middle’ builders and landlords

- 4. Downtown & Village Center Tax Credits, Opportunity Zone Home Improvement Incentives**
Expand tax credits for re-investment and flood-safe rehabilitation in designated neighborhood development areas and reduce capital gains on the sale of improved homes located within federally designated Opportunity Zones.
- 5. Vermont Housing Improvement Program**
Create housing provider grants to bring unsafe, blighted, and vacant rental units up to code and back online.
- 6. 'Better Places' Crowd-granting Framework**
Establish framework to leverage funding from private foundations for 'placemaking' in centers.

DEPARTMENT HEADS FY21 PRIORITIES LIST

(06-23-20)

Department Vision and Mission

City Clerk/Treasurer Carol Dawes:

1. Continue statutory duties: collect taxes; issue licenses, permits and registrations; issue and collect account receivable invoices; manage investments; manage bond reimbursements; manage billing and collection of delinquent taxes, water/sewer charges and accounts receivables; work with Board of Civil Authority on annual property tax assessment appeals; work with Board of Abatement on individual requests; maintain clerk & elections sections of website; management of parking team; assist the public.
2. Conduct safe elections:
 - a. August 11th primary
 - b. November 3rd general election
 - c. March 2, 2021 annual (town) meeting
3. Prepare for the statutory audit of the TIF district to be conducted by the Vermont State Auditor's office. Originally scheduled for summer 2020. We have not received word as to whether our audit will still happen this year, or be deferred.
4. Adopt a record retention policy, and review/dispose of records as allowed by statute and policy.
5. Continue to move backwards in time with digital conversion of land records, including documents and surveys.
6. Expand on-line payment options

City Manager (Steve Mackenzie):

1. Preparation of FY22 General Fund Budget
2. Completion of Municipal Pool Upgraded Project
3. Complete Department Head Evaluations
4. Complete Metro Way Multi-Use Path Construction
5. City Hall Re-arrangement
6. Prepare/Adopt Administrative Policies Handbook
7. Paving/Utility Plan (Bill)
8. Citywide Reassessment RFP
9. Compel Property Parcel Sales
10. Complete FOP (Police) Contract Negotiation
11. Submit Bike Path Plan to Council
12. Complete Infrastructure Improvements per 2019 \$2.5M Bond
13. Complete Procurements per March 2020 \$1.7 M Capital Bond
14. Prepare/Release PWD Campus Planning RFP
15. Prepare/Release Merchants Row Redevelopment Planning/Deion RFP
16. GIV Trestle Removal
17. Complete Preparation of a Bare City Capital Improvements Plan (CIP)
18. Complete Preparation of a Barre City Capital Equipment Replacement Plan

19. Initiate 20 Year WWTF Assessment Evaluation
20. Initiate 20 Year WTF Assessment Evaluation
21. Assessment/Planning of Final TIF Bond

Human Resources/IT (Rikk Taft)

- Reorganize Staffing in City Hall
- Implement new HR System with Hiring interface
- Health Insurance carrier review and potential City wide change
- Finalize all outstanding Job Description to be Consistent and ADA Compliant
- Develop Claims Reporting and monitoring System

- Network Infrastructure install in PW Campus
- Network Wiring City Hall (Repair/Replace)
- Review and possibly move to Cloud Based Solutions rather than Server Replacements
- Address known trouble spots on the network

- Install Security Software and Complete Staff Training
- Install Camera systems in City Hall
- Finish All OSHA Programs and Training for All Facilities

- Continue Safety Site Surveys

Finance (Dawn Monahan):

- Conduct Leasing Analysis with Recommendations
- Prepare 5 Year General Fund Projection (FY21-25)
- Prepare 5 Year Water Enterprise Fund Projection (FY21-25)
- Prepare 5 Year Wastewater Enterprise Fund Projection (FY21-25)
- Prepare Internal Controls Plan
- Prepare Accurate Capital Assets List
- Implement PO System
- Implement Equipment Inventory and Tagging System
- HR/Payroll Software Acquisition/Launch
- Prepare Capital Plans (Equipment, Projects)

DPW (Bill Ahearn)

The overall priorities are 1) succession planning and implementation 2) bond projects underway/progressing 3) advancing work organization

These priorities will result in the following actions /accomplishments:

Succession Planning

1a) Filling vacancies in enterprise activities Water Treatment Div., Water Distribution Div., Sewer Div. and Wastewater Treatment Div. with highly qualified individuals that can assume additional responsibilities within a 1 to 3-year time frame. Average leadership team age – Administration (64), Sewer (57), Water (vacant), Wastewater Treatment (64), Water Treatment (27), Streets (57)

1b) Securing training for leadership skills for employees to improve skills in communication, motivation, recordkeeping, supervision and accountability. Soft skills with observable participation for all DPW employees to grow the expectation of professionalism. Limited soft skills training for all DPW employees – so this focuses on Work Leader and up in the organization during the short term.

Bond project - only 1 done and 2 projects of those approved are near completion Permanganate.

- 2a) i) Berlin St Water lines - initial investigations and correction action contracts if under VT 62
- ii) Dix Reservoir Dam safety physical construction tasks (clearing, access walks)
- iii) Cobble Hill Water Main – ravine repair
- iv) US302 Water main VTrans permitting and contract repair

Work planning and integration

3a) Publication and execution of a street sweeping program that includes specific street-side closures of parking with public notice and simplified visual cues (cones with no parking tonight this side of street signs), surface water structure (grate cleaning) and Priority Sequencing.

3b)

Fire Department (Doug Brent):

1. Work on a short/long term plan for future COVID outbreaks using latest scientific facts in conjunction with our own operational lessons learned during Spring 2020
2. Prepare for vaccination of critical personnel for COVID
3. Continue with major response dispatch operational procedure updates
4. Continue to upgrade equipment technologies incrementally within budget
5. Work towards “right sizing” major equipment needs, i.e. Vehicles, major equipment
6. Increase the members of the call staff

Police (Tim Bombardier):

Filling the two COPS positions which will help support the SCU and relieve some of the OT issues. (we are exploring options to try and attract good full time officers for these openings) This is key to maintaining and addressing quality of life issues with in the City, by making sure that we have the proper staffing on shifts.

Continue our community outreach through our current outlets and expand them whenever possible. This includes expanding people's knowledge of who our police officers are, and what they do on a daily basis. This is key given the national climate and misinformation that has and is being portrayed of all police as a result of the criminal conduct of a few.

We are way ahead of things here with the following already in place:

Neighborhood watch – The name says it all but there are more than a dozen different groups within the city which have been modeled separately to address the needs of the particular neighborhood.

BCPD's Community Outreach Specialist – This is a civilian position (social worker) within the police department who provides intervention and system's navigation for people in need. (**All people in need**) This position is a multi-faceted position serving or community in different ways and within different venues. BCPD is also the only CV department to have such a position, and this has been in place for many years now.

Project Safe Catch – This is a project that we along with Montpelier PD, Washington County Mental Health, and CV Substance Abuse have put in place to help individuals dealing with opioid addiction get the help they need. This also involves an OD follow-up protocol with people who have survived an OD trying to get them into recovery.

Embedded Mental Health Clinician – This is another project that we have partnered with MPD and as of 07/01/20 will be sharing an embedded clinician within the police departments to ride and respond with officers. This position will be supervised by WCMH and is geared toward intervention at the earliest possible moment to get individuals the help they need before a situation rise to a crime or becomes violent.

The Street Crimes Unit (SCU) – This is a rapid response team that exists to address emerging trends and needs on a week to week basis, creating flexible and dynamic responses, interventions and prevention strategies to mitigate criminal activity in the City. This is centered around criminal conduct that has a connection to drug activity.

The One Stop Resource Center – This provides support and resource navigation for anyone in need and was a PD initiative that we ended up eventually partnering with the Barre Justice Center on.

The Re-entry Panel/COSA - BCPD has an active role with this and a seat on the panel regarding re-entry to Barre and Central Vermont

Other areas that we also have an active role in the community without me elaborating on are, they are Special Investigation Unit (SIU), a Domestic Violence investigator assigned to the States Attorney's office, COSA, Drug Court, community picnic, are Norwich interns, etc.

Increase and provide the best and most up to date training to our officers as it, and funding become available to ensure that our staff and our citizens are safe. There will be numerous and significant changes in the coming months and we will need to make sure that our officers are provide all updates and training in a timely and efficient manner.

There are significant changes coming soon and DPS is supposedly going to start charging for dispatch services. With this in mind both the DC and I have been exploring what is out there for potential dispatch customers that we can provide service to.

Continue to explore and apply for grant opportunities that offset our operational cost like the COPS grant and increase our ability to provide the best services possible for our community. One example of this is the GHSP grants that we will utilize to get equipment and to help provide funding for officers to conduct directed patrols in the problem areas in the City. This allows them to stay focused on problem areas without being pulled away for other calls. We are also exploring using these grants to get additional safety equipment to include speed carts/signs.

To be Added:

Buildings & Community Services

Planning, Permitting & Assessing

Recreation

Implementation Grid - Goal #1

Strategy #1:				
Action #1	Timing	Lead	Measure	Status
Strategy #1:				
Action #2	Timing	Lead	Measure	Status
Strategy #2:				
Action #1	Timing	Lead	Measure	Status
Strategy #2:				
Action #2	Timing	Lead	Measure	Status

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

ECONOMIC DEVELOPMENT

Implement the state-approved Tax Increment Financing (TIF) District for the downtown business district	
Status	The TIF plan and application was prepared and received state approval in 2012
Timing	First debt incurred January 2014. Life of the TIF District is 20 years
Partners	City Clerk/Treasurer, City Planner, Regional Planning Commission, City Manager, City Council, City Assessor
Notes	The TIF District provides a financing tool for significant infrastructure projects to stimulate the development and redevelopment of several properties in the Designated Downtown. These private projects require city investment into parking, transportation, and streetscape in order for them to be built to full capacity

Open a grocery store in Barre City	
Status	There is a recognized need for a large-scale grocery store, but to date no private operators have been interested in locating in Barre City and existing neighborhood stores have not been interested in expanding. This community sentiment bubbled to the surface in a 2004 market study, commissioned by the downtown Barre merchants association (The Barre Partnership). Results of a community survey pointed to the desire for a downtown store. The report highlighted this sentiment and confirmed that grocery stores located in the downtown do indeed contribute to a vibrant community center
Timing	2022
Partners	Granite City Grocery, other grocery retailers, Barre Area Development Corp., The Barre Partnership, Capstone Community Action Council, City Council
Notes	

Complete planning for and implement the Merchant Row project	
Status	A plan for Merchants Row was completed in 2011
Timing	When funding becomes available
Partners	City Planner, Planning Commission, City Manager, City Council, CVRPC
Notes	The Merchants Row plan resolves a number of circulation issues associated with the Merchants Row area of Barre and would transform this bleak area of undifferentiated asphalt to a re-configured urban landscape that includes sidewalks, ADA accessible entrances to Merchants Row shops, public plazas at the Barre Opera House and historic train depot, an alignment for a long planned bike path, designated loading areas and landscaping. Enterprise Aly was completed in 2015, and the updated design of the Merchants Row area would expand upon the work already done

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Update planning for and implement the North Main to Summer Street project	
Status	A plan for North Main to Summer Street was completed in 2012
Timing	2022
Partners	City Planner, Planning Commission, City Manager, City Council, Barre Partnership
Notes	The plan’s overall strategy is to focus development and activity along Main and Summer Streets, and provide parking within the center of the blocks in a series of connected ‘parking courts’ that are configured to be user-friendly and convenient, but tied to an urban pattern that places parking behind the buildings and preserves streetscapes for walking and human activity. An update to the plan is needed

HOUSING

Undertake a study to document the occupancy of downtown buildings and recommend strategies to encourage use of upper floors for housing	
Status	No action taken to date
Timing	2022
Partners	Barre Partnership, City Assessment Department, City Planner, Planning Commission, Downstreet Housing
Notes	This study should include an inventory and assessment of the condition, use and occupancy of the upper floors of buildings in the downtown business district. Based on the findings, recommendations should be developed to increase the utilization of upper floor space for housing

Implement a pilot program that would assist with the purchase and management of owner-occupied rental properties in the city	
Status	No action taken to date
Timing	2023
Partners	Downstreet Housing; Capstone Community Action Council
Notes	Downstreet has indicated an interest in partnering with the city on a program that would help buyers purchase and manage owner-occupied rental properties. A new source of funding would need to be found to support the program as it would not be eligible under Downstreet’s current funding streams

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Amend the city’s Minimum Housing Code to incorporate stronger and more effective standards	
Status	No action taken to date
Timing	2023
Partners	City Planner, City Fire Department, Vermont Department of Health, Downstreet Housing, City Attorney, City Council
Notes	Barre City has a Minimum Housing Ordinance that could be further amended to strengthen the city’s minimum housing standards. The current code is based on the HUD minimum standards. Consideration should be given to incorporating additional standards related to energy-efficiency and healthy living conditions. The Vermont Healthy Homes Program has produced a rating tool and reference manual that could be consulted, and Burlington’s housing code could be used as a model

Encourage home-sharing as a means of keeping larger single-family homes intact	
Status	No action taken to date
Timing	2021
Partners	City Planner, Downstreet Housing and Community Development; HomeShare Now
Notes	Encouraging home-sharing is one way to avoid conversion of larger homes to rental or multi-family units and would provide additional benefit of helping residents afford and invest in the older housing stock that was at one time prime single-family housing. Rental units within the neighborhoods have begun to depreciate neighboring homes and neighborhoods making them less desirable

Consider implementing a Housing Preservation Loan Program to help with the repairs needed to homes in the City	
Status	No action to date
Timing	2020-2021
Partners	City Council, City Clerk/Treasurer, City Finance Director, City Planner
Notes	Montpelier’s Housing Preservation Loan Program could serve as a model guide to implementing something similar for Barre City

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

TRANSPORTATION

Develop and adopt a Complete Streets policy	
Status	No action has been taken to date
Timing	2024
Partners	City Planner, City Engineer, Planning Commission, City Engineer, Transportation Advisory Committee, City Council
Notes	The website of the National Complete Streets Coalition provides information about developing a local Complete Streets policy and links to policies adopted by municipalities around the country. In Vermont, Montpelier, the City of Rutland and the City of Burlington have developed Complete Streets policies

Investigate demand for and establish additional scheduled stops as needed along the City Route, City Commuter and Hospital Hill bus routes	
Status	Action has begun in 2018
Timing	discussions and changes by GMTA have had them reviewing policies on off-route pick-ups, larger busses and added stops with additional shelters
Partners	CVRPC, City Planner, Planning Commission, City Engineer, Transportation Advisory Committee, City Council, GMTA
Notes	Opportunities to provide bus service to the high school should be explored, which could reduce downtown traffic generated by students driving or being driven to/from school. Attention should be given to the changes that GMTA is making, and the City should participate in their work

Encourage and support Barre City Elementary and Middle School's (BCEMS) involvement in the Safe Routes to School program	
Status	No action has been taken to date
Timing	2022
Partners	BCEMS, City Planning Commission, City Planner, City Engineer, City Council
Notes	This state/federal program helps to generate enthusiasm around biking/walking to school and can provide financial resources to improve city infrastructure. More information is available online at http://saferoutes.vermont.gov

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Identify and take appropriate action with regard to paper streets, particularly those that are limiting the use and development of otherwise suitable lots	
Status	No action has been taken to date
Timing	2022
Partners	City Planner, City Engineer, City Attorney, City Council
Notes	Paper streets are strips of land that were designated for use as a street when a subdivision was initially laid out, but the street was never constructed as planned. The ownership of some of these strips has become uncertain over time. This limits the ability of adjoining land to be developed because the city cannot grant the right to install a street or infrastructure on the strip of land (as originally intended) without the approval of the owner. The city would need to identify the owners of paper streets or institute a legal process to municipal ownership of these strips if no owner can be determined to facilitate development of the adjoining land

Develop and adopt road standards	
Status	The city has a set of road standards, but they have not been formally adopted and are very old
Timing	2024
Partners	City Engineer, City Planner, Transportation Advisory Committee, City Council
Notes	Having an adopted set of road standards would enable the city to qualify for transportation grants. The existing set of road standards should be reviewed to assure that new roads will be accessible to emergency vehicles and that they will incorporate appropriate stormwater infrastructure before being formally adopted. All street segments in Barre City should be classified as arterial, connector or neighborhood streets, and adopted standards for each classification should reflect the appropriate planned usage as described in Section 3. This will also entail revisiting the Streets and Sidewalks Ordinance. This project should take into consideration National Association of City Transportation Officials design guides

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Complete a citywide Pedestrian Environment Quality Index (PEQI) and Complete Streets assessment	
Status	No action has been taken to date
Timing	2021
Partners	City Planner, Planning Commission, City Engineer, Transportation Advisory Committee, City Council
Notes	More information about conducting a PEQI assessment is available from the UCLA Center for Occupational and Environmental Health at www.peqiwalkability.appspot.com . There are a number of Complete Streets assessment tools available and examples of assessments completed in communities around the country. Trained volunteers can conduct these assessments, which examine both the physical infrastructure available to pedestrians and whether the overall environment is safe and pedestrian-friendly

Review access management provisions in the city’s land use regulations and update as needed	
Status	No action has been taken to date
Timing	2022
Partners	City Planner, Planning Commission, City Engineer, Transportation Advisory Committee, City Council
Notes	Vermont Agency of Transportation has published an Access Management Guidebook and Best Practices document that include recommended access management provisions. This could be incorporated into the revision of the city’s commercial and industrial zoning districts recommended in the land use chapter

Develop a citywide long-range bicycle and pedestrian plan	
Status	No action has been taken to date
Timing	2024
Partners	City Planner, Planning Commission, Semprebon Bike Path Committee, City Engineer, Transportation Advisory Committee, City Council
Notes	This could build upon the bike path planning work already completed, as well as the PEQI and Complete Streets assessments recommended above. The plan would be tool to help the city prioritize bike and pedestrian improvements, and to coordinate small sidewalk or path projects into an interconnected system that would be completed over time

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Complete construction of the bike path through the city	
Status	Final engineering for the path is on-going
Timing	2022
Partners	City Engineer, City Planner, Transportation Advisory Committee, City Council
Notes	Supported by the Semprebond funding, the city should come up with a schedule to complete the Depot-to-Museum segment and the Depot-to-Barre Town segment by 2022

Re-engineer the railroad trestle on Vanetti Place to mitigate flood hazards	
Status	No action has been taken to date
Timing	2022
Partners	City Engineer, Transportation Advisory Committee, City Planner, VTrans, City Council
Notes	This project falls to the responsibility of VTrans. The railroad is using this bridge for the use by the granite train, and city departments have made arrangements to regularly inspect the trestle for debris buildup

Construct Barre’s first traffic circle	
Status	No action has been taken to date
Timing	2022
Partners	City Engineer, Transportation Advisory Committee, City Planner, VTrans
Notes	This project will be considered a text for replacing further uncontrolled or signaled intersections with traffic circles. Candidate locations include Washington and Hill Streets, or North Main and Berlin Streets. Traffic circles should always be considered as a lower maintenance alternative to a signaled intersection

PUBLIC UTILITIES

Prepare and adopt a Capital Improvement Program, which would incorporate the capital improvements needed by city-owned utilities into a municipal capital planning and budgeting process that would include all city departments/services	
Status	A Plan for city vehicles is currently managed through the City
Timing	2021
Partners	City Finance Director, City Manager, City Planner, Planning Commission, Department Heads, Council
Notes	The city could apply for a Municipal Planning Grant to prepare a capital plan & budget

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Install guard rails around the city’s reservoir	
Status	No action taken to date
Timing	2025
Partners	City Engineer, City Manager, City Council
Notes	This project is listed in the city’s 2017 Hazard Mitigation Plan as a low priority action. It may be eligible for partial funding from the EPA

Pursue further waste-based economic development, expanding and building upon the success of ReSOURCE’s project at 30 Granite Street	
Status	The solid waste district’s “zero waste” policy and Act 148, which established universal recycling and composting statewide, create an opportunity for economic growth in this sector
Timing	Work currently underway and continuing in subsequent years
Partners	City Manager, City Planner, Barre Area Economic Development
Notes	

ENERGY

Continue the support of the Barre City Energy Committee (BCEC) to coordinate the city’s energy planning, efficiency, conservation and generation efforts	
Status	Ongoing
Timing	Ongoing
Partners	BCEC, City Manager, City Council
Notes	One of the main tasks of the city’s energy committee is and has been to increase residents’ awareness of the technical assistance and funding already available through Efficiency Vermont and other programs to audit, weatherize and otherwise improve the energy efficiency of homes and buildings in the city

Schedule and continue to complete energy efficiency upgrades to city-owned buildings	
Status	Energy audits have been completed at most city-owned buildings. The recommended energy efficiency upgrades need to be prioritized and scheduled
Timing	Schedule completed in 2013 with projects underway in subsequent years
Partners	City Manager, City Council
Notes	Energy efficiency upgrades to city facilities should be incorporated into the comprehensive Capital Improvement Program recommended in the Utilities chapter of this plan

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Consider implementing the voter-approved Property Assessed Clean Energy (PACE) program	
Status	City voters approved creation of a PACE District in 2012
Timing	2022
Partners	City Manager, City Council, BCEC
Notes	Following 2011 legislative changes, the Vermont Department of Financial Regulation issued updated guidelines for PACE Districts in April 2012 that address many of the uncertainties associated with and questions raised by the Federal Housing Finance Agency about this program. Efficiency Vermont is now able to administer a PACE program on behalf of a municipality with the associated fee borne by program participants

Adopt energy-efficiency standards for rental units, particularly those that do not include heat as part of the rent	
Status	No action taken to date
Timing	2023
Partners	BCEC, Fire Department, City Planner, City Manager, City Council, Capstone Community Action Council
Notes	City of Burlington’s Minimum Energy Efficiency Standards Ordinance is an example of such an ordinance. This task could be incorporated into the broader revisions to the minimum housing code recommended in the Housing chapter

COMMUNITY SERVICES AND AMENITIES

Prepare and adopt a Capital Improvement Program, which would incorporate the capital improvements needed to city buildings and facilities into a municipal capital planning and budgeting process that would include all city departments/services	
Status	A capital equipment plan was developed in 2013
Timing	2022
Partners	City Finance Director, City Manager, City Planner, Planning Commission, Public Works Director, City Department Heads, City Council
Notes	The city could apply for a Municipal Planning Grant to prepare a Capital Improvement Program

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Enroll in the National Flood Insurance Program’s Community Rating System	
Status	Not started yet
Timing	2021
Partners	City Manager, City Planner, Fire Department, City Council
Notes	The National Flood Insurance Program’s Community Rating System is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum federal requirements. As a result, flood insurance premium rates are discounted to reflect the reduced flood risk

Develop and adopt a citywide Parks and Recreation Plan	
Status	No action to date
Timing	2022
Partners	Recreation Director, City Planner, Planning Commission, City Council
Notes	This action could be coordinated with development of the Open Space Plan and/or Bicycle and Pedestrian Plan

NATURAL ENVIRONMENT

Enroll in the National Flood Insurance Program’s Community Rating System	
Status	No action taken to date
Timing	2022
Partners	City Manager, City Planner, Fire Department, City Council
Notes	The National Flood Insurance Program’s Community Rating System is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum federal requirements. As a result, flood insurance premium rates are discounted to reflect the reduced flood risk

Develop and adopt a river management plan	
Status	No action taken to date
Timing	2023
Partners	City Planner, Planning Commission, Friends of the Winooski River, CVRPC
Notes	This plan would build upon the Phase I and Phase II geomorphic assessments and Stevens Branch Corridor Management Plan and more specifically address the specific, local challenges and opportunities presented by the river as it flows through our city

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Develop and adopt a citywide Open Space Plan	
Status	No action taken to date
Timing	2022
Partners	City Planner, Planning Commission, City Council
Notes	This action could be coordinated with development of the Parks and Recreation Plan

Study the feasibility of and options for establishing a greenway with a multi-use path along the Stevens Branch	
Status	Underway for Summer and Fall 2020
Timing	2023
Partners	Consultants; Public Works Director; Recreation Committee; Paths, Routes and Trails Committee
Notes	The Metro Way Multi-Use Path has been designed and construction will occur during the 2020 construction season. This path will be a continuation of the multi-use path off the Enterprise Alley parking lot and will start at the intersection of Metro Way and Williams Lane, and will end at Prospect Street

Complete the projects listed in the 2018 Central Vermont Tri-Town Stormwater Master Plan	
Status	No action taken to date
Timing	2023
Partners	CVRPC, City Planner, City Engineer, City Council
Notes	There are 72 stormwater best management practices sites that range from small changes to large construction type installments. Working on a few each year would go a long way to meeting those challenges that were identified in the Plan

LAND USE

Complete planning for and implement the Merchants Row project	
Status	Planning for, including some of the environmental studies have been completed
Timing	2021
Partners	City Planner, Planning Commission, City Manager, City Council, Public Works Director
Notes	Potential grant funding should be pursued, and the design phase of the project could be underway in 2021

FY21 DRAFT MUNICIPAL PLAN IMPLEMENTATION TABLE

Update and implement the North Main to Summer Street Plan	
Status	plans have been completed for this project, and the plan was endorsed in March of 2012
Timing	2021
Partners	City Planner, Planning Commission, City Manager, City Council
Notes	Downstreet Housing has built their office/apartment building in the area this plan talks about, as well as the City having constructed the Pearl Street Pedestrian Way. With these changes, the plan should be revisited and revised as necessary to update the goals and desires this plan sets forth

Complete review for implementation of a Design Review Committee	
Status	No action to date
Timing	2021
Partners	Planning Director, Permit Administrator, Development Review Board, Planning Commission, Barre Historical Society
Notes	Look into creating a design review committee as laid out in the Unified Development Ordinance. Their work would assist the Planning Department and the Development Review Board with issues related to the designated downtown historic district and other related items

Special Assessment District for Road/Sewer/Water Construction for Housing Development off Colby Street

[Title 24 Appendix : Municipal Charters](#)

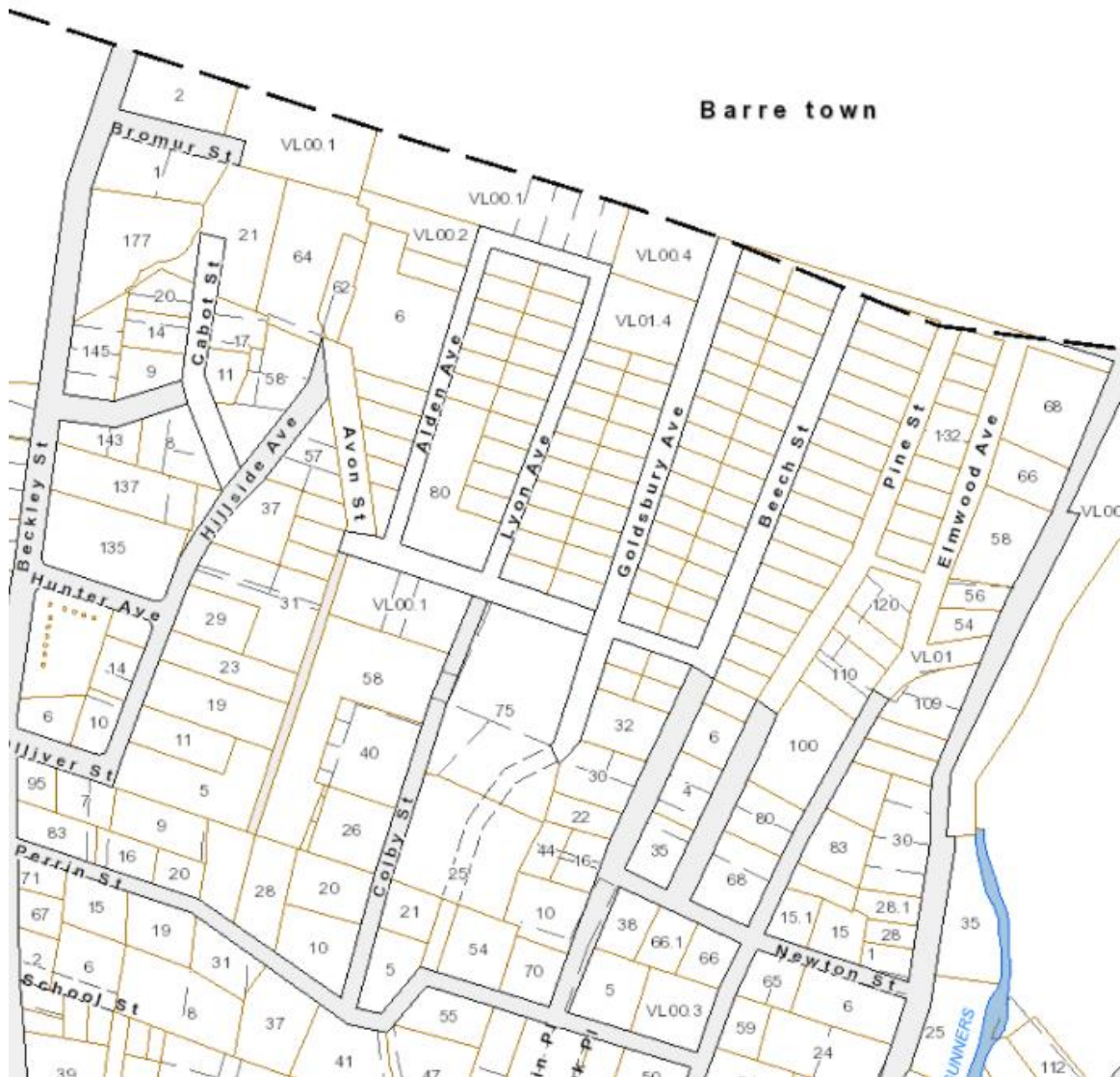
[Chapter 001 : City Of Barre](#)

Subchapter 003 : City Council

(Cite as: 24 App. V.S.A. ch. 1, § 317)

- § 1-317. Special assessments

The City Council may make special assessments for the purchase, construction, repair, reconstruction, or extension of a water system, sewage system, sidewalk, or any other public improvement which is to benefit a limited area of a municipality to be served by the improvement.



Addition of Sales Tax to Local Options Tax for Funding Streets Reconstruction Projects

[Title 24 Appendix : Municipal Charters](#)

[Chapter 001 : City Of Barre](#)

[Subchapter 006 : Taxation](#)

(Cite as: 24 App. V.S.A. ch. 1, § 605)

- **§ 1-605. Local rooms, meals, and alcoholic beverages option taxes**

Local option taxes are authorized under this section for the purpose of affording the City an alternative method of raising municipal revenues. Accordingly:

(a) The City Council may assess rooms, meals, and alcohol taxes of one percent.

(b) Any tax imposed under the authority of this section shall be collected and administered by the Department of Taxes, in accordance with 24 V.S.A. § 138.

(c) Revenues received through a tax imposed under this section shall be designated solely for street and sidewalk reconstruction. (Added 2017, No. M-16 (Adj. Sess.), § 2, eff. May 21, 2018.)

Re: funding for Streets/Sidewalks Plan for FY23 and beyond.

[Bill Status S.111 \(vermont.gov\)](#) Looks to be still in Committee

An act relating to requiring a town to affirmatively vote to allow any licensed cannabis establishment to operate within the town

[Bill Status H.164 \(vermont.gov\)](#) Looks to be still in Committee