



MEMORANDUM

To: South Burlington City Council
From: Jessie Baker, City Manager
Date: March 14, 2024
Re: FY25 Policy Priorities & Strategies (PP&S) Planning

In a council-manager form of government, staff must implement the City Council's policies and priorities. Since the initiation of this effort in the fall of 2021, annually the Council has adopted a set of Policy Priorities and Strategies, and the Leadership Team has regularly reported on progress. I recommend that we continue the process of annually working together to ensure that we are all making clear and intentional decisions about the policy priorities of the City and the implementation strategies we will use to achieve this vision with the goal of producing a fiscal year city-wide workplan for the Council, staff, and Committees.

Each year, we align our policy priorities and strategies to the City's Comprehensive Plan goals. With the adoption of the new City Plan 2024, we will need to reorganize this document. However, with a multi-year ambitious agenda over the past few years, many of our identified strategies may continue. Attached is the FY24 Policy Priorities & Strategies – Report #2 (written in February) to give the Council information on current priorities and progress made on ongoing projects.

Proposed Timeline

Date	Task	Responsible Party
March 18, 2024	Council reviews and possibly adopts process	Council & Jessie
April 2024	Staff to reorganize the structure to align to the City Plan 2024	Jessie & Leadership Team
By May 10 th	Councilors submit to Jessie new/amended ideas they would like the full Team to discuss and consider, including discontinuing priorities.	City Council
May and early June	Leadership Team builds the FY25 Policy Priorities & Strategies recommendations and materials for the Retreat	Jessie & Leadership Team
Mid to end of June (4 to 5 hour event)	Council & Leadership hold a Team Retreat to review and develop policy priorities and strategies for FY25. <u>Agenda for the day to include:</u> <ul style="list-style-type: none"> • Welcome and overview – Jessie • Area review by policy – Leadership Team • What is missing – All 	Council & Leadership Team

Date	Task	Responsible Party
	<ul style="list-style-type: none"> • Prioritization exercise – Council • Wrap up and Gratitude – Jessie 	
July	FY25 Policy Priorities and Strategies approved by Council	Jessie & Council
June to September	Committees finalized, appointed, and workplans developed	All
Throughout FY25	Regular updates on Priorities to Council	Jessie & Leadership Team
Spring 2025	Process starts again	
Summer 2025	FY26 Policy Priorities and Strategies are approved by Council	

Pending the outcome of the committee structure discussion on an earlier agenda item, the above does not include the development of committee workplans. If a revised committee alignment is considered, I recommend the Council and staff provide guidance to committees as part of our development process and once committees are established and appointed in July and August, committees develop aligned workplans.

Recommendation: Approve the FY25 Policy Priorities and Strategies process as presented and set a date for the Council and Leadership Team Retreat.

City of South Burlington
FY24 Policy Priorities & Strategies
 ADOPTED by the City Council on July 17, 2023
 Report #2: February 20, 2024

Role of Council "This is the vision for our community"	Category	Role of City Manager and Leadership Team "This is how we are accomplishing this vision."	Report #1 October 13, 2023	Report #2 February 20, 2024
Affordable and Community Strong:				
	Must do	In place of a municipal recreation facility, convene community partners to discuss bringing a non-profit community center provider to the City	Staff have participated in several conversations with community groups to discuss needs and scoping of a community center	While community conversations continue, there are no definitive plans at this point.
	Must do	City Assuming Ownership of Public Infrastructure *Complete DPW standards for assuming city ownership of privately developed infrastructure *Develop inventory of current agreements *Tie maintenance needs to resource planning	Our DPW standards remain in an unfinished state. Other priorities have prevented us from finalizing this task.	*DPW standards have been worked on in January/February 2024. We anticipate completion in FY24. *Current inventory of agreements will be completed once a new Deputy City Attorney is on board.
	Must do	Plan for the transformational and effective use of ARPA funding	* Council discussed on 9/18/23. * A slate of projects will be brought back to Council in November.	The Council made a number of ARPA decisions as part of the FY25 Budget process. The amount remaining to be allocated by 12/31/24 is \$1.376M. An overview will be presented to the new Council as part of their orientation.
	Must do	Hubbard Natural Area: Complete design phase and bid construction for summer 2024	* Design work continues. On schedule. * The City Manager will prioritize exploring a conservation easement in Q2.	Preliminary Plans are complete and planning for DRB application is underway. On track for Summer 2024 construction
	Must do	South Village Field: Determine future use and work with developer on construction	* Staff met with developer. * Conversations underway with HOA leadership.	Conversations with HOA leadership will take place this spring. This has been on hold pending other priorities and conversations about the area.
	Must do	Support and partner with the School District on long-term capital planning for school capacity	Continues to be a topic at monthly City/School Meetings.	*The implications of Act 127 will continue to be a discussion between the Council and School Board. *City staff completed a presentation in January that outlines planned, actual and future development rates in conjunction with enrollment growth.
	Must do	Following the City Plan 2024 adoption, outline the multiyear strategy and funding for complementary plans to include: Parks Master Plan, Housing Needs Assessment, Economic Development Strategic Plan, and Cultural Plan	To start after the CityPlan 2024 is adopted.	*Council has assigned \$125,000 in ARPA Funds to the development of a Parks Master Plan. * A multi-year strategy will be developed in next quarter following 1/29/2024 City Plan adoption. *Discussion have been held about a phased approach between the Parks Master Plan and the Open Space Plan.
	Must do	Update Recreation Impact Fee ordinance (with full impact fee ordinance review)	Staff has held initial scoping meeting for impact fee update project	On hold pending other priorities
	May do	Increase Community Gardens throughout the community	A new Recreation and Parks Director will start on October 30th.	On hold pending other priorities
	May do	Modernize rules and regulations on dogs and common spaces for dogs *Including considering LDR updates for multi-family homes	A new Recreation and Parks Director will start on October 30th.	*The Planning Commission received an initial update concerning possible expansion of Site Amenity requirements in the Land Development Regulations; to be further reviewed in winter 2024 including functional uses.

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	May do	Work with GMT to improve connectivity throughout the City to include in-city connections	Staff and GMT met in September to outline key subject areas with intention to continue dialogue, hold quarterly meetings, and convene regional stakeholders.	* In December met with GMT, CATMA and UVM to start initial conversations. * Ongoing conversations with Howard Center to increase frequency of routes to their clinic on San Remo Drive
	Pending Resources	Initiate Parks Master Plan process	* Council discussed as part of potential ARPA distribution. * Council to consider Municipal Planning Grant application at 10/16/2023 meeting. * Staff is developing initial scope of work and relationship to other prior and current projects.	Parks Master Plan outline and identification of needs in underway between DPW and Rec & Parks before preparing RFP and procuring a consultant paid through ARPA funding.
Opportunity Oriented: Being a supportive and engaged member of the larger regional and statewide community.				
	Must do	Strengthen Dispatch service provision * 2 on at all times * Implement Computer Aided Dispatch * Contract with other communities * Monitor state legislation	The computer-aided dispatch system was implemented and went live on September 26 for SBF.	Currently in progress of a renovation in the dispatch center that will replace end of life radio consoles and increase the number of dispatch positions from three to four. This additional capacity would allow us to consider municipal contracts to dispatch other communities.
	May do	Streamline Land Development Regulations		Actively being developed in concert with S.100 / Act 47 LDR amendments. Planning Commission is reviewing policy-decisions as staff prepares specific language
	May do	Actively work with City Center area building owners to seek out smaller scale, local businesses to occupy first-floor commercial space	Initial conversations held with developers about marketing the spaces.	Working on a Request for Quotes for a consultant to assist the City in developing a parking ordinance and governance structure for parking management in City Center. In the interim, staff are exploring time restrictions on parking on Market Street until a management system can be implemented.
	May do	Build a regional stormwater collaboration	We submitted a proposal to retain a fellow to investigate this with 5 other communities.	Awarded grant funding to hire a research fellow (hosted by Essex) to look into regionalization idea. The position has been posted and interviews are scheduled for late February.
	May do	Update Sign Ordinance: City Center appropriate standards and political signs	Staff met with Economic Development Committee 10/10/2023 to review and get feedback on draft amendments	Staff is preparing to bring the draft revised sign ordinance, following feedback from the Economic Development Committee, to Council early in the Spring
	May do	Update Peddlers Ordinance to support creative businesses and food trucks	Staff has initiated amendments, applying best practices from communities with similar objectives.	On hold pending other priorities
	May do	Assess Commercial/Industrial Districts for opportunities for housing, support services, and for reserving space for industrial-only	* Draft CityPlan 2024 includes vision to allow for these opportunities. * Discussion initiated with EDC in FY '23; to continue later this year.	The Tech Hub puts additional emphasis on this as an opportunity. Council approved a letter of commitment which includes this being taken up this year.
	Pending Resources	Activate Market Street and City Center with events	* Energy festival held on 9/30/23. * Partial funding identified for Illuminate Vermont.	* An April Illuminate Vermont is in planning. * A storywalk is in development.
Walkable: Bicycle and pedestrian friendly with safe transportation infrastructure.				

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	Must do	Complete Transportation Demand Management Regulations to be nimble for City Center	Staff continues to work with RSG and CCRPC	Planning Commission reviewed concepts / drafts in December 2023 and January 2024; Energy Committee in January 2024, and Bike/Ped Committee in January and February 2024. On schedule for completion in spring 2024.
	Must do	Complete Transportation Impact Fee update (with full impact fee ordinance review)	Staff has held initial scoping meeting for impact fee update project	Staff has reviewed and revised candidate project list to align with adopted Capital Improvement Program. Scheduled to be presented to Council for consideration in Spring 2024.
	Must do	Substantially complete the Bike/Ped Master Plan	Consultant selected. Working to refine scope and sign contract.	Existing conditions assessment and early public engagement processes have begun. Scheduled to be complete in October/November 2024.
	Pending Resources	Conduct a sidewalk condition inventory and prioritize maintenance in future budgets (current budget is \$2k/year) *Weigh needs against shared use path and paving needs	DPW has an ad hoc list of sidewalk issues. Planning to discuss this in more detail during FY25 budget conversations.	Pending FY25 budget approval we will have the financial resources to begin moving this work forward.
Green & Clean: Emphasizing sustainability for long-term viability of a clean and green South Burlington				
	Must do	Bartlett Bay Wastewater Treatment Facility: Complete engineering and design	Contract for final engineering has been executed. Project has an 18 month design schedule.	Final engineering is underway.
	Must do	Water Tank in High Service Area: Engineering, bond vote, apply for funding	Contract for final engineering has been executed.	Bond vote schedule for TMD 2024. DPW has been conducting outreach to community in January and February.
	Must do	Finalize Auclair conservation plan with Vermont Land Trust	Staff is coordinating with VLT	On January 29 th , closing was completed on the permanent conservation of two parcels off Hinesburg Road formerly owned by the Auclair family, consisting of 104 acres of Parcel B (west side of Hinesburg Road, north of Cheese Factory Rd) and 65 acres of Parcel C (west side of Hinesburg Rd, south of Cheese Factory Rd).
	Must do	Address implications of S:100 *Update LDRs *Establish a Water Service Area (including areas where we intend to infill and upzone) *Establish a Wastewater Service Area *Update Wastewater/Stormwater ordinance & update drinking water ordinance	*Staff presented outline of work to be done to Planning Commission in September. *Staff is reviewing LDRs for first draft later this fall and has selected consultant for mapping work and analyses.	Planning Commission and staff are actively reviewing and preparing draft amendments. Staff from P&Z and DPW met in January and February 2024 to prepare proposed updates to water & sewer ordinances for Council consideration in Spring 2024. The water ordinance is being revised and is planned for council's consideration in March 2024.
	Must do	Improve management/maintenance of City-owned Natural Areas and Public Parks	Working to fill the vacant positions in the Parks Maintenance Division.	We are currently interviewing to hire a Parks Foreman. We anticipate filling other vacant positions subsequent to filling this position.
	Pending Resources	Enhance City's municipal tree nursery	No action	No action

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Core Municipal Services and Administration				
	Must do	Adopt City Plan 2024	Planning Commission held public hearing and voted to approve submittal of CityPlan 2024 to Council at their 10/3/23 meeting. Council to receive on 10/16/23.	City Plan 2024 was adopted by Council on January 29, 2024!
	Must do	Modernize the City's Personnel Policies and Practices	*Executive team is currently reviewing the legal draft. *Leadership Team will review for feedback and then Executive Team will finalize. *City Council will considering over the winter with implementation and training of staff to follow. No action yet.	Updated personnel policies were adopted by Council on February 5, 2024. Employee training began on February 14 and will continue through the end of February.
	Must do	Assess and modernize the City's financial system, policies, and procedures		Will kick-off between the budget/audit and year end window of time.
	Must do	Assess and modernize the City's hiring, onboarding, and evaluation processes	*NeoGov applicant tracking and onboarding modules were purchased in July. *HR is currently engaged in the design of the applicant tracking system. *Applicant tracking on schedule to be implemented in late November. *Onboarding module design will follow. *New performance evaluation processes are included in policy handbook update.	The applicant tracking module of NeoGov was developed, tested and implemented. The system went live on January 5, 2024. The Onboarding module is the second part of the process and is currently under development. Anticipated implementation of the Onboarding module is late May or early June 2024.
	Must do	Modernize City communications: Redesign website, implement communications policies, and focus on resident and neighborhood-based engagement and outreach	*Communications policy and standards guides to be presented 10/18. *The website redesign has been discussed with our current vendor, Revize. Since this will require a paid upgrade, we will consider other vendors' capabilities and costs before moving forward with Revize. *In the meantime, Revize has provided training on how to improve our site within the framework of the current design.	*The communications policy was adopted on November 20, 2024, and incorporated feedback from the leadership team presentation. Policy and standards guide, templates, logos, and other resourced were made available to the team via a new Communications SharePoint site. *Current website vendor Revize offered a no-charge visual refresh of the site, including more modern modules (calendar, text editor, etc.). Will evaluate benefits of this option vs. full redesign. Departments have also made efforts to improve organizational structure. *Engagement and outreach will be developed as part of Equity in Outreach project in first half of 2024.
	Must do	Modernize cross-department permitting (and building history) systems and processes	*P&Z / Deputy City Manager have met on coordination. *Staff have participated in several software demos in preparation for issuance of an RFP/RFQ.	*Cross-departmental work group has met weekly in 2024 to participate in software demonstrations and craft an RFP/RFQ. The work group is expecting to release an RFP/RFQ at the end of February for services
	Must do	Adopt a Rental Ordinance and stand up a Rental Registry	Council continued discussion of draft scheduled for November 2023	City Council public hearing and possible action on 2/20/2024

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	Must do	Focus on equity and inclusion: Complete the 'Equity in Planning' Project, define shared goals, and work toward engaging more voices at policy tables	*Staff project team kick-off held in early October 2023. *Staff is preparing RFP for release this fall.	City staff has selected a firm from among 4 respondents to the RFP issued in December 2023. A contract is being finalized with kick-off expected later in February.
	Must do	Complete a utility rate study to ensure our wastewater and drinking water rates can appropriately fund the required maintenance of our existing system and can pay for future capital needs.	*Rate study presented to council in first quarter of FY24. *Planning additional discussions with Council in FY24.	Work is considered complete unless / until Council would like to have a follow up discussion.
	Must do	Complete Charter Committee process and support Council in considering recommendations	*Charter Committee presented recommendations to the Council on 9/18/23. *Council opted to pause the Committee's work and have internal conversations on community engagement in the future.	Charter change to expand the School Board is on the Town Meeting Day ballot.
	Must do	Complete review, digitization, and modernization of City's municipal ordinances	*City Attorney has returned comments to Municode. *Anticipate bringing the full format change to the Council in early winter.	New City Code of Ordinances adopted by City Council on 2/5/24
	Must do	Develop a process, related procedures, and a database for affordability covenants	Not yet started.	Pending the onboarding of a new Deputy City Attorney
	Must do	Conduct analysis of development trends, tax generation, and potential service capacity	Prioritizing hiring the GIS Data Analyst position.	Development Trend review and presentation prepared for Steering Committee January 2024
	Must do	Plan for the future of 575 and 577 Dorset Street including transfer of ownership to the School District and CHT	*A City/School project team has met twice. *Engaged Dore + Whittier to explore separating the HVAC systems. *In the process of engaging Krebs & Lansing to conduct a survey and manage the subdivision process. *Need to identify funds to continue work.	It is estimated to cost approximately \$1.7M to separate the properties. The School has indicated they are not interested in moving this forward at this time. We will continue conversations about how to be supportive and efficient neighbors.
	May do	Consider revamping the Committee structure after the adoption of the City Plan 2024	After the adoption of the CityPlan 2024.	The CityPlan 2024 was adopted on 1/29. Staff will put together a recommendation, discuss it with the new Council and potentially bring it to Committees in the Spring of 2024.
	May do	Following Charter and Comp Plan work, engage with community about how to best provide services at a more neighborhood level	After the adoption of the CityPlan 2024.	Not yet started
City Center and Tax Increment Financing District				

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	Must do	Dorset Street Signals: *Complete construction in October 2023 *Plan for Adaptive signal technology. *Include upgrade of hardware at other signals around the City in CIP.	*Construction is underway, but slightly behind schedule due to material delivery schedule. *Adaptive technology will be in place with the current project. *On-going software fees will be included in the FY25 budget. *Hardware upgrade for additional traffic signals will be proposed as part of the FY25 budget.	Construction is underway and scheduled for completion in March 2024. Adaptive technology will be in place in March 2024.
	Must do	Focus on Redevelopment: Be nimble in support of future City Center areas for priority redevelopment in the next ten years *U Mall *San Remo Drive *Hinesburg Road/Williston Road *Small property owners *Land Development Regulations Updates: Continue revisions to City Center Form Based Code and associated Official Map updates to support successful development of the downtown	*Staff and Council held a walking tour of City Center to outline opportunities *Updates to LDRs including rare circumstance of "L"-shaped roads within City Center FBC, approved by the Planning Commission on 10/10/23 for submittal to Council on 10/16/23. *Council considering a Bylaw Modernization Grant application for San Remo Drive on 10/16/23	*Staff is finalizing a contract with a consultant to perform a review of the City's Form Based Code and make recommendations for architectural and design improvements discussed by Council and Planning Commission in Fall 2023
	Must do	Garden Street * Complete right of way acquisition and finalize construction documents * Bid out project * Demolish 1270 Williston Rd * Coordinate with State	Offer letters in development.	One offer letter has been accepted. Construction documents for the portion between Trader Joes and Healthy Living in progress.
	Must do	Williston Road Streetscape: * Complete right of way acquisition and finalize construction documents * Coordinate with State * Prepare to bid project for FY25 construction	ROW documentation in progress	ROW Appraisals in process.
	Must do	East West Crossing - Pedestrian Bicycle Bridge over I-89 Project * Complete right of way acquisition and finalize construction documents * Identify other funding sources	*Offer letters out to property owners. *Additional gap funding being sought for project (two applications submitted for Federal discretionary funding).	ROW wrapping up. Additional funds being applied for with third application.
	Must do	City Center Park Boardwalk Connection: *Finalize design and engineering *Bid, award construction contract, and start construction	In final design.	Still in final design, planning on bidding as soon as documents are complete.
	Must do	Explore creating a "village green" in City Center	Obtaining consultant to conduct work.	Contracted with consultant, they are creating documents for outreach after Town Meeting Day

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	Must do	Renew New Town Center and Renew and Expand Neighborhood Development Area Designation	* City applied for and was approved for expansion of Neighborhood Development Area in September * Draft Application for NDA and New Town Center submitted to State on 10/1/23	The Downtown Development Board unanimously voted to renew the City's Neighborhood Development Area and New Town Center designations in January 2024.
	May do	Begin exploration of converting the City's "Base" Designated New Town Center to a Designated Downtown	Staff participated statewide workshop and provided feedback to legislative committees examining designation program and Act 250 under Act 47	Not yet started
Climate Action Plan				
	Must do	TIP1. Complete Transportation Implementation Plan (TIP) *Identify financial and human resources to implement the TIP - What can we do and how do we pay for it?	*Information presented to council at 10/2/23 council meeting. *Public Hearing scheduled for 10/12/23. *Funding of plan will be presented with the FY25 budget.	TIP was completed and recommendations integrated in the FY25 Budget.
	Pending resources	TIP2. Inventory current multi-family electric vehicle charging network needs/capabilities to inform a policy for existing multifamily properties (new and existing) to install electric vehicle charging equipment.		Pending staff.
	Must do	GOIP1. Complete Government Operations Implementation Plan (GOIP) *Strategically plan to achieve 2030 goals *Identify financial and human resources to implement the GOIP - What can we do and how do we pay for it?	*No consultants completely responded to the RFP *Staff redirected to complete this work and is preparing the draft plan for presentation to Council in November.	*Draft Plan was presented to Council in November 2023 and incorporated into 2025 budget *Final Plan is being drafted and is expected to be completed late winter 2024.
	Pending Resources	GOIP2. Once completed prioritize: *Implement financial policy and CIP planning to integrate EV only vehicles into the Fleet once they are operationally feasible and meet budget goals *Develop a municipal green purchasing policy *Consider an ordinance to limit or ban small engines (leaf blowers and trimmers)		Pending staff.
	Pending Resources	Explore resources to develop a Buildings/Thermal Implementation Plan	Not yet started.	Not yet started
	Must do	Update LDRs to implement targets of Climate Action Plan, including bike/ped parking, EV charging, infill in built areas, others	Staff is developing Updated Bike/Ped Parking standards and updating the transportation standards in LDRs (see above)	See above under LDR amendments
	May do	Advocate to maintain land application of biosolids	Not yet started.	Not yet started
	May do	Consider an ordinance on regulating private property owner mowing wetland buffers	Not yet started.	Not yet started
	May do	Develop an Integrated Pest Management Policy for City properties	Not yet started.	Not yet started