

12. Putting the Plan into Action

12.1 Responsibility for the Plan

A city is created over years through the individual and collective decisions and actions of citizens and public officials. The efficiency, attractiveness and desirability of a city is determined, in part, by the ability of the community to plan for its needs, and find the means to put those plans into action. Previous chapters of this report laid out the planning background, and the goals and policies for each plan element which, taken together, constitute a vision for the type of city Montpelier will be in the future. Accomplishment of the plan will require the cooperation of many people and public and private agencies, using a variety of mechanisms over the next five, ten and twenty years.

This section describes the level of public and private initiatives which will be required, to implement the Master Plan.

Adoption of the Master Plan

Adoption of the Master Plan by the Montpelier City Council, pursuant to the procedures delineated in 24 V.S.A. Chapter 117 Sections 4384 and 4385, is the first step in putting the Plan into action. Through adoption, the Council accepts this document as the guide for future physical growth and change in the City.

Ongoing Planning

Ongoing planning is one of the most important elements of the planning process. The Montpelier Planning Commission, Board of Adjustment, and City Council should use this document on a continuous basis to ensure that the goals and objectives of the Plan are integrated in day-to-day decisions concerning land use and development in the city. The policy recommendation should serve as an agenda for the actions of public bodies and private individuals effecting change in the city. The City Council, Planning Commission, and Board of Adjustment should meet annually to review the progress made implementing the recommendations listed in this Master Plan.

The Planning Commission is responsible for the maintenance and amendment of the Plan. As conditions in the city change, amendments may be needed from time-to-time in order to keep the Plan current. The Planning Commission expects that once the 2000 Census data has been received, the Plan will be thoroughly reviewed and updated. The Plan automatically expires five years from adoption. Before the Plan expires, it should be thoroughly reviewed, and information on which the plan is based should be updated. Adjustments to the plan are made through an amendment procedure detailed in 24 V.S.A. Chapter 117, Sections 4384 and 4385. This procedure requires hearings and a report by the Planning Commission and adoption by the City Council.

Because of their comprehensive nature, few master plans can address every issue in detail. Supplementary studies concerning a number of the recommendations contained herein should be undertaken to determine courses of action concerning specific needs, as part of an ongoing planning effort.

Central Vermont Regional Planning Commission Approval

Approval by the CVRPC allows for greater regional planning and facilitates cooperation among towns in addressing mutual problems and challenges. The regional plan should integrate the policies and recommendations contained herein.

12.2 Tools and Techniques

The city has at its disposal a variety of tools and techniques which can be used to implement the Master Plan. This section describes the specific mechanisms which either are currently in place, or could be developed to implement the goals and policies of the city.

Land Use Regulation

The regulation of land use and development is one of the fundamental police powers granted to local jurisdictions in the State of Vermont. There are a variety of regulatory techniques available to the City. Because of their susceptibility to legal challenge, regulatory controls are the most powerful and widely used implementation tools for the Master Plan. The State of Vermont enables communities to pass by-laws concerning zoning, subdivision regulations and the official map.

Zoning

Conventional zoning is the most commonly used by-law for guiding development at the local level. It is employed to control the use of private land and structures, and the density, height and bulk of development. The Montpelier Zoning Regulations should be thoroughly reviewed in the context of this Plan, in particular the proposed land use plan. In addition, the following specific actions should be considered:

- **Conditional Use** - The City should consider a more expansive use of the conditional use regulations as described in Title 24, § 4407(2). Use of this tool could allow for controlled flexibility in the zoning regulations by allowing a more diverse range of uses in certain districts as long as the use met a specified range of standards and did not adversely affect the capacity of existing or planned community facilities; the character of the area affected; traffic on roads and highways in the vicinity; bylaws then in effect; or utilization of renewable energy resources.
- **Transfer of Development Rights (TDR)** - TDR provisions would allow the City to separate the rights to develop from the rights of ownership of land. Using this technique, the City would designate "sending" areas which are identified for conservation, and "receiving" areas where the rights could be used for increased development. This technique would be particularly useful to preserve open space or meadow areas, or to contain development on hillsides or the riverfronts. TDR is also frequently used for the preservation of historic structures and in historic districts.
- **Hillside/Ridgeline Protection** - A hillside and ridgeline protection ordinance, as part of the zoning regulations, should be carefully crafted to define the public purpose and areas affected. Ridgeline and hillside conservation areas should be defined on a map and the conditions for development should be determined as site plan approval criteria. The application requirements and review procedures should also be delineated within the regulations.
- **Cluster Development** - The planned residential development (PRD) provisions of the zoning regulations permit the reduction in lot size, coverage and density requirements in exchange for the preservation of open land or special natural features on units of land three acres or more. These provisions for clustering development can be used effectively to achieve the goals and objectives of this plan. However, a PRD is initiated by the developer. The provisions should be reviewed to enable the Planning Commission to have greater control over clustering in areas where the preservation of open space or natural features is considered important to the city as a whole. Cluster provisions should include regulations for the preservation and maintenance of public open areas within cluster subdivisions.

- **Transitional Districts** - The CB-II District is a form of transitional district which permits uses from the less intensive adjoining district (Medium or High Density Residential) and selected uses from the more intensive adjoining district (Central Business District). Transitional districts are effective in precluding the more intensive uses from creeping into the less intensive zone, and act as a buffer between the two intensities of land use. A similar technique is proposed along Berlin Street between Northfield Street and River Street, where a mixture of selected business and residential uses is proposed.
- **Buffering** - Buffer strips visually separate one use from another, or from the public domain, such as roadways or public buildings, in order to block noise, lights, or other nuisances, or to provide visual separation. Buffering requirements, incorporated in the zoning regulations, would be effective to control the impacts of strip development, preserve natural areas and riverfronts, preserve important archeological sites, and soften the transition between potentially conflicting uses.
- **Civic District** - The zoning regulations for the Civic District should be reviewed in the context of the Capitol Complex Master Plan and administered in conjunction and partnership with the Capitol Complex Commission. A buffer zone of properties adjoining or affecting the Capitol Complex should be delineated.
- **Accessory Units** - Accessory dwelling units are apartment units in single-family residences which share, at most, an entrance, yard and parking with the primary unit. Such units are clearly secondary to the primary unit in the structure. Both the homeowner and the community benefit from accessory units. Older homeowners with large residences benefit from the extra income of a rental apartment, and the security of tenant companionship. New homeowners find the added income aids in meeting monthly payments. The community benefits from this source of relatively inexpensive housing which meets demands in various stages of the life cycle. Accessory unit zoning provisions usually require preservation of the single-family character of the area, adequate parking, and public sewer and water hook ups. Some provisions require owner-occupancy of the structure, or an owner-tenant relationship to avoid placing the units on the open market.
- **Affordable Housing Bonuses** - Density bonuses for the provision of below market rate units is becoming a popular means of providing for affordable housing. Zoning provisions offer a developer an increase in allowable residential density if a ratio of below market rate units are offered either within the development, on an alternative site, within rehabilitated housing or through a contribution to a housing trust fund. The developer benefits from the economy of scale involved in producing the units, and the community gains affordable units. Mechanisms would need to be researched to provide for on-going monitoring and compliance.
- **Revised Development Standards for Affordable Housing** - A significant component of housing cost is development standards with regard to lot area, frontage, setbacks, coverage and density required by the zoning regulations. Modifying or permitting flexibility in these standards can significantly reduce the cost of housing development. As lot areas, frontage and setback requirements are reduced, modification in design are necessary which produce new housing forms, such as zero lot line developments. The modification of zoning standards could be accompanied with restrictions on pricing to ensure the cost savings are passed along to the consumer.
- **Payment in lieu of parking** - The City's replacement fee for parking which permits a waiver of parking requirements in exchange for a fee payment should be preserved. The payments should be reviewed periodically to ensure they are in line with actual costs of providing parking. The City should consider the relative merit of expending funds on leasing private land for public parking and the improvement of the peripheral parking supply.

- **Standards for Off-Street Parking** - The zoning bylaw should be amended to require landscaping of parking areas. Standards should be established for buffers, street and interior trees, and lighting. The parking space size requirements should be reviewed to permit down-sizing space requirements to serve compact cars. The local market should be evaluated to determine the appropriate mix between standard and compact stalls. Consideration should be given to shared parking arrangements for complementary uses.
- **Institutions Overlay District** - An institutions overlay district is a means to control the adverse effects of institutional expansion, by providing additional criteria by which such expansion could occur. An overlay district would amend and supplement the regulations of the underlying district; for example, residential development standards would apply to an institutional overlay on a residential district. Institutional uses within the district would be permitted subject to additional standards. Such standards could be applied to buffering, conversion of residential buildings, parking and renovation.
- **Site Plan Approval** - The site plan approval process provides the Planning Commission with the means to make informed decisions concerning development within the city. The approval process and submission requirements found in Section 507 of the zoning regulations should be reviewed in the context of this plan. The provisions of the Design Control District in §506 of the zoning regulations should be reviewed and revised to include designated entrance corridors and gateways. Review criteria should consider lighting, utility placement, views and vistas.
- **Performance Controls** - The City should consider instituting performance controls to supplement the existing zoning controls, particularly for non-residential development, and development in the low density residential district. Such controls could govern floor area, open space, impervious surface, buffering and screening. The use of performance controls are a flexible approach which recognizes the unique qualities of a site. The approach would be useful to preserve natural features and environmental quality, control strip development and preserve open space.

Subdivision Regulations

The City's subdivision regulations govern the division of parcels of land and the creation of streets and other public improvements. The subdivision regulations shall be reviewed and revised in the context of this Master Plan.

Official Map

The official map is a bylaw which reserves land for streets, drainage, parks, schools and other public facilities. The official map should be reviewed and revised to determine rights-of-way for proposed roadways, parks, and public facilities recommended in this Master Plan.

Other Regulations

- **Historic Preservation** - The Historic District should serve as a basis for future historic building designations and districting. A separate historic preservation provision, as permitted in §4407(15) of 24 VSA Chapter 117 should be considered by the City as a means of separating historic considerations from design considerations, thus strengthening both design control and historic preservation.
- **Tree Preservation** - A tree preservation ordinance would assist the City to recognize and protect mature, specimen trees which give the city character. The Tree Board would be responsible for creating an inventory of street trees and significant private trees which are in the public interest to preserve. The Tree Board could also promote tree planting and serve to educate the public concerning the value of tree protection.

- **Building Code** - The City's building code should be reviewed in the context of revising development standards for affordable housing.

Land Acquisition and Easements

Land may be acquired by fee simple acquisitions by government authority from private individuals. Increasingly, however, the acquisition of easements is becoming a common means to acquire interest in land, either for conservation or for other purposes. The acquisition of the development interest in land, either by purchase or by transfer of that interest to another parcel, is another means to acquire property for a particular purpose.

The City requires statutory authority from the State Legislature to purchase land. Generally, this authority is only granted for a public purpose or use. Consequently, fee simple acquisitions of property would be applicable only for such elements of the Master Plan as acquiring roadway rights-of-way, new public facilities, park expansion, or public parking. The City should seek to obtain the statutory authority to create a municipal conservation fund for purchasing property for the protection of open space and natural area. Once such authority is obtained, the City should implement an active program to acquire fee simple or other property rights to such properties, and seek donations of land.

Public Spending

The City is limited in its ability to spend public revenues to those expenditures which are reasonably related to the operation of government, or promote the general welfare of the community. Another limitation is the ability to make funds available through taxation or other revenue producing activities.

- **Capital Budget** - The City's capital budget will continue to be the principal spending vehicle. The capital budget should be based on the City's capital improvements program, which shall be reviewed and revised in the context of this Master Plan. Such elements of the Plan as public lighting, utilities, streetscape features, road and intersection improvements, water and sewer improvements, and school improvements are appropriate inclusions in the capital program and budget.
- **Community Development** - The Federal Community Development Block Grant (CDBG) program for Montpelier is administered out of the Department of Planning and Development. The major focus of the program is on housing rehabilitation and weatherization activities. Projects which are designed to create and retain employment and improve public facilities in support of housing and economic development can also be eligible for community development funding. This funding source could be used for various elements of the plan, including planning activities and "bricks and mortar" improvements.
- **Special Assessment Districts** - Special Assessment Districts are a particular form of special area designation which permit charges to certain property owners to cover the cost of installing capital improvements. These improvements may include streets, sidewalks, water and sewer services, streetscapes, signage, landscape improvements or the provision or improvement of parking. The districts are voluntarily established in areas where there is a common purpose to be achieved by the property owners, who band together to "tax" themselves for improvements of common benefit. Special assessment districts should be considered for downtown improvements, gateways and entrance corridors. A Downtown Improvement district formed through the collaboration of the City and State governments, merchants, and downtown property owners would be an example of a special assessment district
- **Impact Fees** - In 1989, the City passed an ordinance to permit the collection of impact fees, pursuant to 24 V.S.A. Chapter 131. An impact fee is a fee levied as a condition of issuing a zoning or subdivision permit which pays for the portion of the costs of a capital project that will benefit a particular development, or to compensate the municipality for the cost of construction of an improvement required by the development.

Development induced impacts must be assessed for the collection of an impact fee on the basis of a "rational nexus", or relationship, between the impacts and the cost of the improvements. Collected fees must be earmarked for specific improvements and cannot contribute to the City's general fund, since they are not considered a tax. Impact fees should form the basis for funding road improvements suggested in the Master Plan. Other aspects of the Plan suitable to charge impact fees are water and sewer improvements, public facilities, parking facilities, public parks and recreation facilities, schools and such public amenities as can be demonstrated to alleviate the impacts of a proposed development.

- **PILOT and Other State Funding** - State payments-in-lieu of taxes are incorporated in the City's general fund to pay for municipal services provided to the State. This source of funding is the subject of ongoing discussion between the City and the State. While State employees and facilities receive the same services as residents of the city, the State's annual payment is generally significantly less than what its tax obligation would be if State property were taxed at the prevailing tax rate. In 1998 the State paid the City \$184,000 for PILOT, while had they been taxed on their \$64 million in property they would have paid approximately \$2.2 million in property taxes. Because of this disparity between the services delivered to the state, and the States compensation to the City for those services, there is a perennial conflict between the City and State over PILOT. Essential to adequately funding the City's capital budget, is a more equitable and rational payment scheme for the PILOT program.

Act 250

Developments required to obtain a permit under Act 250 must conform to this adopted Master Plan. Although only a few development projects each year require an Act 250 permit, the City should use this law pro-actively to achieve the goals of the plan. In particular, Act 250 reviews should take into consideration protecting of natural features, know and potential archeological sites, impacts to historic buildings and neighborhoods, environmental quality, impacts on transportation and utilities, and economic impacts.

Special Programs and Activities

- **Arts District** - There is potential in Montpelier for the creation of a small arts district, which would serve to enhance exhibit, studio and performance spaces within areas of the downtown. The central focus of the arts district should be determined by the members of the Montpelier arts community, and based on where suitable and affordable studio and performance spaces can be purchased, rented or constructed. The objective of an arts district is to combine these areas in such a way as to create a cohesive district. Public policy is established within this area to encourage the provision of arts-related facilities through controls on land use and design.
- **Economic Development Inventory** - The City, in conjunction with the area Chamber of Commerce and private sector, should develop an Economic Development Inventory. Such an inventory would contain a list of sites and facilities available for purchase or lease, the infrastructure available at the site, and other information of interest to potential developers. To the extent practical, the City should make this inventory available to the public through publications and the Internet.
- **Capitol Complex Master Plan** - The Capitol Complex Master Plan should be reformulated to be consistent with both the City Master Plan and with the City-State Capital District Master Plan in view of current space need projections for state offices and this Montpelier Master Plan. Due to the prominence of the Capitol Complex in the City, and the vast impact of the City's role as State Capitol, the City should play a part an active role in redrafting of the State plan.
- **City-State Capital District Master Plan** - The Capital District Master Plan addresses the projected space needs for the Vermont state offices and will determine appropriate new state office locations; create a greenway plan for the Winooski Riverfront corridor; determine the feasibility of a multi-modal

transportation center at the intersection of Winooski River and the Taylor Street Bridge; introduce potential new circulation patterns; and present the possibility of a Montpelier visitor center.

- **Housing and Conservation Trust Fund** - The Housing and Conservation Trust Fund, created by the State through Act 200, is a means to fund special affordable housing programs. The City should encourage local housing groups to tap this important source of funding.
- **Accessibility for People with Disabilities Grant Fund** - The HUD Special Purposes Grant Fund is being used to create two loan programs for the City of Montpelier, one for businesses trying to achieve compliance with the Americans with Disabilities Act and another for small business unable to obtain conventional financing. Utilizing the ADA fund, the City will enable local businesses and commercial property owners to comply with the ADA. The Small Business loan fund will bolster existing small businesses and offer opportunities to new enterprises wishing to locate in Montpelier.

12.3 Action Plan: Summary of Goals and Recommendations

Elements defining Montpelier's vision for the future can be found in Section 2.4. The following table summarizes the policies and recommendations developed in the preceding sections of this plan that will guide Montpelier's growth and change during the next five years. The table also shows the primary entity responsible for each recommended action, along with anticipated completion time and priority. Progressing toward the vision of what Montpelier can and should be in the future is a major challenge. By officially adopting this plan, the Montpelier City Council and Planning Commission announce that we are ready to take on this challenge.

12.3 Implementation Strategy and Priority Actions

#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
Chapter 3. Natural Features and the Environment				
Goal #1: Preserve, enhance and maintain the natural features and the integration of built and natural settings which makes Montpelier unique. These include: The city's riverfront locale; the city's backdrop of wooded hillside and primarily unbroken ridgeline; and Hubbard Park, North Branch Park, the Capitol lawn and other open space.				
	a By the year 2002, the Conservation Commission will prepare, resource permitting, an inventory of key natural features, open areas, forests, views and vistas in Montpelier and develop recommendations for preserving these features.	Conservation Commission	2002	Medium
R	b Utilize the environmental principles established in Act 250 in planning development and the use of natural resources.	Planning Commission-Lead City Council, Conservation Commission	2002	Low
	c Develop a management plan for City-owned parks, recreation areas, and open areas including the stump dump.	Department of Public Works-Lead w/ assistance from Parks Dept. & Conservation Commission	2001	High
R	e Encourage the placement of utilities underground.	Planning Commission-Lead Department of Public Works	2001	Medium
Goal #2: Control future development on ridgelines and hillsides as well as other key natural features such as designated wildlife habitats and rare plant and animal communities, wetlands, meadowlands, woodlands, agricultural lands, and unique views and vistas.				
R	a Develop and adopt of a ridgeline protection ordinance	Planning Commission	2001	Medium
	b Explore enabling the Planning Commission to exercise local control of the Act 250 permitting process on issues which are local in nature and do not impact neighboring municipalities.	Planning Commission	2001	Low
R	c Revise Montpelier's Subdivision Regulations to include provisions which allow the Planning Commission to consider site conditions, settlement patterns, natural features, the placement of driveways, the location of building sites, and other aspects of a proposed standard subdivision that may impact sensitive natural areas, water quality, and important views and vistas.	Planning Commission	2002	High
Goal #3: Improve the quality of and access to Montpelier's rivers and riverfronts for the use and enjoyment of all citizens.				
	a Activities and forms of development should be compatible with recreational use of the rivers and riverfronts and not endanger river or riparian quality.	Planning Commission - Lead Zoning Board of Adjustment	Ongoing	
	b The Conservation Commission should collaborate with the State and other organizations to establish an annual river clean-up day, similar to the annual Green-up Day.	Conservation Commission	Ongoing	
	c The Conservation Commission should take the lead in developing a plan to improve visual access and the appearance of Montpelier's riverfronts.	Conservation Commission	2002	Medium
	d The Planning Commission should develop specific development review standards, such as design guidelines, site plan review standards, and conditional use criteria, for development along Stone Cutters Way and all river corridors that consider appropriate locations for new structures, orientation toward the river, physical or visual access to the river, appearance and scale of new structures and site elements, and harmonious landscaping.	Planning Commission	2000	High
	e Pocket parks should be created along the North Branch, a Gateway Park on Route 2 across from the Green Mount Cemetery, Stone Cutters Way, and other locations along the City's Rivers.	Department of Public Works-Lead w/ assistance from Parks Dept. & Conservation Commission	2001	Medium

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
f	Design and map a landscaped riverfront walkway and park in the City's urban core in cooperation with affected private landowners and the State; determine capital needs and costs; and identify implementation tools for the creation of these improvements.	Planning & Development Dept. - Lead with City-State Commission Conservation Commission	2002	Medium
g	Design and implement the North Branch Riverwalk.	Montpelier Downtown Community Association (MDCA) - Lead Planning & Development Dept. City-State Commission Conservation Commission	2001	High
Goal #4: Maintain the high level of environmental quality in				
a	Maintain or improve air quality by striving to achieve a transportation and parking system which minimizes auto emissions due to idling and congested traffic.			
b	Encourage measures to reduce potential for air pollution such as but not limited to continuing to enforce the City's ban on backyard burning.	Fire Department	2000	High
c	Increase public awareness of the aesthetic, environmental, economic and community benefits of trees in public places.	Tree Board	Ongoing	
d	The Montpelier Tree Board should continue to inventory all trees in the City's public places; inventory specimen trees and develop maintenance agreements with the owners; advise the Planning Commission and the City Council concerning the City's tree resources; assist the Planning Commission in developing landscaping standards for site plan review; provide maintenance and preservation specifications, and provide plantings and removal specifications.	Tree Board	Ongoing	
e	Ensure that Berlin Pond continues to provide safe drinking water, Municipal Forest and recreational opportunities for the citizens of Montpelier.	City Health Officer - Lead Department of Public Works Conservation Commission	Ongoing	
R f	Restrict activities which would reduce the classification of the Winooski and North Branch Rivers lower than the present Class B.	Planning Commission - Lead Zoning Board of Adjustment	2002	Medium
g	Work with the Town of Berlin, associated property owners, and other agencies to explore opportunities to enable the public to access Benjamin Falls.	Department of Public Works-Lead Conservation Commission	2001	Medium
h	Protect the comfort, quiet, repose, health, and safety of Montpelier residents. Future changes to Montpelier's policies and regulations, as well as future equipment purchases by the City, should strive for the following: i. To protect Montpelier residents from adverse impacts on their quality of life due to noise; ii. To quickly assess and address noise violations; iii. To minimize sleep disturbances due to noise; iv. To seek to ensure that residents are protected from other's noise in their home or apartment.	Planning Commission, City Council, Police Department	Ongoing	

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
Chapter 4. Historic Resources and the Built Environment				
Goal #1: Reinforce Montpelier's neighborhoods, both commercial and residential by encouraging diverse, compatible, and dense land uses that build upon the existing variety and character in these neighborhoods.				
R	a	Ensure that new development complements its surrounding neighborhoods where possible. Where development cannot tie into and reinforce existing neighborhoods, the scale and diversity of that development should follow Montpelier's existing patterns.	Planning Commission - Lead Zoning Board of Adjustment	2001 High
R	b	Consider revisions to the Zoning Regulations, Zoning District Map and Design Review Guidelines to: permit compatible mixed uses that reinforce neighborhoods; allow for mixed uses within neighborhoods, particularly those uses that are mutually supportive and complement the fabric of the area in which they are located; expand conditional and permitted uses in all of the zones, particularly in office parks and residential zones; increase density where appropriate to achieve compact, efficient, settlement patterns.	Planning Commission - Lead Zoning Board of Adjustment Design Review Committee	2001 High
	c	Create incentives for development that: may be less profitable but desirable such as housing and the arts; these might be tied to profitable development, and reinforces and complements existing neighborhoods.	City Council	2001 High
R	d	Re-evaluate existing standards regarding parking, traffic flow, road design regulations, and street elements to ensure compatibility with neighborhoods and to reinforce neighborhood centers.	Planning Commission - Lead Zoning Board of Adjustment	2002 High
	e	In the downtown, actively pursue mixed use and increased uses of existing buildings, and solutions for traffic and parking congestion.	Montpelier Downtown Community Association (MDCA)	Ongoing
	f	In the Statehouse neighborhood, the City should work to encourage mixed use and dense land use, along with riverfront and traffic goals outlined in other chapters.	MDCA - Lead Capitol Complex Commission City-State Commission Planning Commission	Ongoing
R	g	Existing affordable housing and light industry along Barre Street should be protected.	Planning Commission - Lead MDCA Central VT Community Land Trust	2000 High
R	h	Office Park zones should be examined in the context of Montpelier's neighborhoods. Development should reinforce existing neighborhoods by increasing diversity of use and by maintaining current densities. Where an entirely new neighborhood will be created, the existing characteristics of Montpelier neighborhoods may be used as a model, to the extent of providing housing and commercial uses.	Planning Commission	2005 Low
Goal #2: Improve the process of City planning and project review to ensure that new development is compatible with the city's historic built environment and reflects the changing needs of the community.				
R	a	Revise Design Review guidelines and criteria, to reflect and protect the unique characteristics of Montpelier's distinct neighborhoods and areas.	Lighting & Design Steering Committee - Lead Design Review Committee	2000 High
R	b	Consider extending the Design Control District, or including design standards in site plan review criteria to protect visually and historically sensitive areas such as all of the Stone Cutters Way, parts of River Street, and the gateway areas, while including guidelines and criteria tailored for those areas.	Planning Commission - Lead Design Review Committee	2003 Medium

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
c	Provide a framework for neighborhoods to have a stronger voice in land use and development planning.	Planning Commission	2005	Low
d	Strengthen the City's demolition standards to prevent demolition of historic structures by neglect.	City Council	2000	High
e	Enforce minimal habitability standards to allow for full occupancy (BOCA codes and others).	Building Inspector - Lead Health Officer	Ongoing	
R f	Establish criteria for lighting of both private establishments and public areas to foster an intimate scale, provide good color aesthetics, and prevent glare to adjoining properties and the public.	Lighting & Design Steering Committee - Lead	2000	High
R g	Revise site plan and design review criteria to ensure that approved site and building designs include clear provisions for accessibility for people with disabilities.	Planning Commission - Lead Zoning Board of Adjustment	2001	Medium
R h	Continue to evaluate the permit application and review process to ensure it is as efficient, effective, and clear as possible to achieve its purpose of directing growth and development in accordance with this Plan.	City Manager	Ongoing	
R i	Develop a comprehensive sign ordinance.	Design Review Committee	2000	Medium
R j	Develop landscaping guidelines to encourage the maintenance of a balance between the natural and the built environments within the City.	Tree Board	2000	High
k	Consider establishing Montpelier as a Certified Local Government.	Planning & Development Dept.	2000	High
Goal #3: Develop further knowledge of Montpelier's past including its archeological heritage.				
a	Develop a plan for identifying, preserving, and teaching about the city's archeological heritage.	Certified Local Government - Lead Conservation Commission	2004	Low
b	Include identification and recover of archeological evidence in development review.	Certified Local Government	2004	Low
c	Take advantage of federal and state regulatory tools to take an active role in locating and protecting the most important archaeological sites.	Certified Local Government	2004	Low
d	Increase public education and outreach efforts to get citizens interested in archeology.	Certified Local Government	2004	Low
Goal #4: Continue working with the State to plan for the needs of the Capitol Complex including traffic, parking, public facilities and amenities as well as office expansion.				
a	Maintain a high level of quality in the design and construction of public infrastructure and public works projects that affect the public environment in such a way that the public realm is enhanced and beautified by their presence. This may mean the lowest cost options are not necessarily the most appropriate options and that the inclusion of art and beauty in the city's infrastructure is a worthy public investment.	Capitol Complex Commission - Lead Planning Commission Planning & Development Dept.	Ongoing	
b	Encourage improvements in the design and placement of utilities which affect the public environment, such as placing propane tanks underground or behind screening, concealing utility meters and dumpsters, and burying or relocating overhead power, phone, and cable lines to minimize or eliminate their visual intrusion from public ways.	Capitol Complex Commission	Ongoing	

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
c	Ensure that public facilities, including buildings, infrastructure, and public spaces, follow universal design principles so as to be accessible to people of all ages and abilities.	Architectural Review Board	Ongoing	
d	Provide more accessible public restroom facilities in the Capitol Complex.	Capitol Complex Commission	2001	Medium
e	Civic structures shall comply with Design Review criteria and other zoning regulations applicable to all private structures.	Capitol Complex Commission	Ongoing	
Chapter 5. Transportation and Circulation				
Goal #1: Expand safety and mobility of citizens, commuters, and tourists.				
a	Encourage the City Council to establish a Transportation Planning committee composed of residents of neighborhoods with increasing traffic concerns, downtown business people, and designated representative(s) of the City Council, Planning Commission, City-State Commission, Winooski East Redevelopment Council, Montpelier Downtown Community Association, and the Police or Fire Dept.	City Council	2000	High
b	New roads and streets in the City should: 1. Tie into existing street grids wherever possible. Encourage two means of egress for any road servicing twenty or more units. 2. Aim for speeds suggested for similar kinds of neighborhoods. 3. Include neighbors in design process.	Department of Public Works	Ongoing	
R	Revise the Zoning Regulations pertaining to street and roadway geometrics to reflect the new Vermont State Standards for the design of transportation construction, reconstruction, and rehabilitation on roads and streets.	Planning Commission - Lead with Department of Public Works	2001	High
Goal #2: Develop a framework for addressing bridge improvements that balances historic preservation with functional considerations.				
a	Initiate a process to identify the aesthetic and historic value of bridges in Montpelier and to preserve them as appropriate including reuse for a different purpose.	Department of Public Works - Lead Design Review Committee (Planning & Devel. Dept.) Certified Local Government	2001	High
b	Encourage quality design for new bridges.	Design Review Committee	2001	Medium
Goal #3: Preserve and protect our heritage and the aesthetic appeal of Montpelier to visitors.				
a	Provide benches, bike racks, planters, adequate lighting, trash barrels, and other attractive street furniture and sufficient resources to maintain them.	MDCA - Lead City Council Department of Public Works	Ongoing	
Goal #4: Reinforce the pedestrian oriented quality of the City.				
a	Sidewalks should be concrete, brick, slate or some other durable material, and curbs should be granite wherever possible.	Department of Public Works	Ongoing	
b	Accommodate pedestrians on roads and bridges by providing pedestrian/bike paths and safe crossing routes.	Department of Public Works - Lead Bike Path Committee	Ongoing	
c	Enforce pedestrian right-of-way and protection laws.	Police Department	Ongoing	
Goal #5: Encourage alternative means of mobility and public transportation services that reinforce and strengthen our community. This includes addressing the transportation needs of residents who do not drive and/or own a car.				
R	Take into account planned bike path routes in future developments, both public and private (for example, the proposed changes to Pioneer Street bridge).	Planning Commission - Lead Department of Public Works Zoning Board of Adjustment	Ongoing	

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
b	Provide for bicycle storage areas and bicycle racks throughout the City.	MDCA - Lead Bike Path Committee	2002	
c	Encourage contiguous bike paths.	Bike Path Committee	Ongoing	
d	Explore the feasibility of public transportation including bus, commuter rail and car pools between Montpelier, other cities and neighboring villages such as Northfield and Waterbury.	Central Vermont Regional Planning Commission (CVRPC)	2000	High
e	Secure a downtown location for an intercity transit station.	City-State Commission	2000	High
f	Encourage development of demand-oriented transportation programs.	CVRPC	2001	Medium
g	Encourage measures that improve the effectiveness of the Downtown Shuttle.	Central Vermont Transit Authority (CVTA)	2000	High
Goal #6: Improve availability and access to parking for long and short-term users in the downtown and Capitol complex and reduce the amount of downtown surface land dedicated to parking.				
a	Pursue the possibility of a peripheral lot at the intersection of Route 2 and Route 302.	City-State Commission	2002	Medium
b	Encourage efficient use of the existing parking stock.	City Council - Lead MDCA	2001	High
c	Cooperate with the City of Barre and other municipalities in joint parking conservation programs, including programs to encourage commuters to car pool, van pool, walk and use public transit.	CVRPC - Lead CVTA	Ongoing	
d	Integrate public transportation into strategies to improve peripheral parking arrangements.	CVRPC	2000	High
e	Inventory parking space availability in the City during the legislative session and at other times of the year.	MDCA - Lead City Council Police Department	2001	High
f	Review all parking studies conducted and prepare a long-term parking plan for Montpelier.	MDCA - Lead City Council Planning & Development Dept.	2002	High
g	Construct the three bike paths already planned: North Branch, Winooski West, and Winooski East. These should be tied into larger regional transportation path plans.	City Manager	2003-2005	Medium
Chapter 6. Housing				
Goal #1: Provide clean, safe, and affordable housing for current and future Montpelier residents.				
a	Design and prepare an inventory of housing type, condition, accessibility, cost and value.	Housing Task Force - Lead Central Vermont Community Land Trust (CVCLT)	2000	High
b	Perform a community needs analysis and compare the results with a City-wide housing inventory analysis to define the City's housing needs.	Housing Task Force - Lead (CVCLT)	2000	High
c	Formulate a plan to address housing needs.	Housing Task Force - Lead (CVCLT)	2001	High
d	Identify and address institutional and public policy regulatory barriers to private development of new housing.	Housing Task Force - Lead (CVCLT)	2001	High
Goal #2: Create opportunities for new housing development that respects the City's existing settlement patterns and allows for a diversity of types of housing.				
a	New residential growth should be encouraged both in the areas designated in the zoning regulations for new housing development and in the City's downtown area.	Planning Commission	2001	Medium
b	Encourage housing development that maintains and expands housing diversity.	Planning Commission	Ongoing	

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#		RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
R	c	Encourage the integration of affordable housing into existing neighborhoods.	Planning Commission	2002	Medium
R	d	Encourage adaptive reuse of existing buildings for housing where appropriate.	Planning Commission	2002	Medium
	e	Encourage shared facilities among downtown property owners to provide access for people with disabilities and fire egress, especially to and from the upper floors.	Planning & Development Dept.	Ongoing	
	f	Pursue and apply for public funds for the creation of affordable housing.	Community Development Assoc. - Lead CVCLT	Ongoing	
	g	Look into and consider housing replacement policies and fees.	Housing Task Force, Planning Commission	2001	
	h	Consider incorporating incentives that will preserve and/or create new housing into Montpelier's tax stabilization policy.	City Council	2001	
Goal #3: Insure that the city's housing stock is safe and increasingly healthy and energy efficient.					
	a	Encourage residential energy retrofit programs.	Vermont Housing Conservation Board (VHCB) Green Mountain Power or other utility serving Montpelier	Ongoing	
	b	Promote a residential lead paint abatement program, through such sources as the Community Development Block Grant Program (CDBG) and the Vermont Housing and Conservation Board programs.	VHCB	Ongoing	
	c	Encourage the installation of residential sprinklers in new housing construction or renovations.	Fire Department Building Inspector	Ongoing	High
	d	Encourage the inclusion of design considerations for people with disabilities in new housing construction or renovations.	Design Review Committee Vermont Center for Independent Living	Ongoing	
Chapter 7. Community Facilities					
Goal #1: Provide and maintain a high quality public infrastructure. Maintain and improve public utilities (water and waste water facilities) for existing and future areas of development; improve the quality of the public water supply and maintain sewage treatment facilities; and, ensure the long term viability of services by providing a mechanism for self sustaining utility enterprise funds by establishing appropriate rates and fees.					
	a	Continue the program to separate storm and sanitary sewer lines.	Department of Public Works	Ongoing	
	b	Encourage the expansion of sewer and water service through the formation of districts only in areas which can be effectively served by existing facilities, either within or outside the City limits.	Planning Commission - Lead Department of Public Works	2002	Medium
	c	Implement a city-wide water conservation program that includes metering all consumers, detecting and repairing leaks in the underground distribution pipe network, and installing water conservation devices in residential and commercial buildings.	Department of Public Works	2001	High
	d	Improve sludge management as part of waste water treatment. A regional solution should be pursued.	Department of Public Works	2001	High
	e	Negotiate with adjacent towns to provide utility services as long as the effects of such development on Montpelier are properly managed and appropriate tax sharing arrangements are in place; and /or	Department of Public Works	2000	High

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
f	Develop criteria to be used in assessing requests from adjoining communities for public water or wastewater service. Prior to utility extension outside the City limits to facilitate development in neighboring communities, the Montpelier Planning Commission should review site plans or zoning changes for any proposed development to mitigate any potential negative impacts on traffic, density, landscaping, open space, and visual quality. Before further expansion beyond the City limits is permitted, the City must determine a limited allocation and time period during which the resultant contract would be in force.	Department of Public Works	2000	High
g	Explore new alternatives to graywater disposal, such as recycling or redistribution.	Department of Public Works - Lead Conservation Commission	2002	Low
h	Develop a fee formula which would enable proposed developments outside the City to buy into the City's systems. Such a formula could be based on the prorated current cost of facilities, the value of development, the impact of such development on the economy of Montpelier, and the tax rate. A comprehensive agreement with the town government including these provisions is preferred.	City Council	2000	High
i	In cases where utility extensions are constructed by private developers in rights-of-way intended for municipal acceptance, the City should ensure they are constructed to the same standards and quality as the City's systems to facilitate the efficiency of future connections. This policy would facilitate the absorption of these private systems into the municipal systems.	Planning Commission, Department of Public Works	2000	High
Goal #2: Encourage the efficient and effective management of solid waste within the community, identify and promote alternative solid waste management techniques, and continue to work with the Central Vermont Solid Waste Management District (CVSWMD) to identify strategies that can be implemented at the local level to reduce the generation of waste.				
a	In cooperation with the CVSWMD, undertake a study to analyze how much of the city's waste stream is being diverted through recycling and composting and develop and implement a program to increase diversion levels by Montpelier residents and businesses.	Conservation Commission - Lead CVSWMD Association of Vermont Recyclers	2002	Medium
b	In cooperation with CVSWMD, implement a pilot educational program for City residents on how to minimize and reduce waste generation.	Conservation Commission - Lead CVSWMD RESTORE Association of Vermont Recyclers	2001	Medium
Goal #3: Ensure that the public safety facilities and equipment of the Police and Fire departments are of the highest caliber, and enable both departments to operate at optimum levels of efficiency and effectiveness to protect the comfort, quite, repose, health, peace, and safety of Montpelier residents.				
Goal #4: The City of Montpelier is committed to public education and insuring that the City's public schools provide excellent staff and facilities. The City's goal is to constantly seek new and innovative ways to improve the quality of the City's schools and education system.				
a	Continue to seek adequate funding to make those capital improvements necessary to insure that all of the City's schools have adequate space and facilities to meet the needs of the student population.	School Board	Ongoing	

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
b	Continue to participate in studies relating to joint program between the Montpelier School District and the U-32 School District or other school districts, to determine the feasibility and impact of such program, particularly with respect to enrichment or vocational training opportunities; and review alternative sites for school expansion or reorganization of existing space.	School Board	Ongoing	
Goal #5: Provide varied and unique recreational opportunities. Improve and expand the quality and quantity of the City's park and recreation facilities and programs. Improve the accessibility of the City's parks and recreational opportunities for all Montpelier residents. Key elements in achieving these goals are efforts to expand and improve recreation programs, based on a comprehensive survey and resulting recreation plan.				
a	Expand parks, open space and recreation facilities with the intent to create an interconnected network that offers both passive and active recreation opportunities, and visual relief, throughout the city.	Parks Department - Lead Recreation Department Conservation Commission	Ongoing	
b	Prepare a recreation and open space plan to determine priorities among existing and potential future recreation programs, including parks, waterways, community gardening, horse trails, cross-country ski trails, and the expansion of indoor winter recreation activities and facilities for winter outdoor recreation.	Parks Department - Lead Recreation Department Conservation Commission	2002	Medium
c	Investigate the potential for marketing the city's park and recreation facilities, such as Hubbard and North Branch River Parks.	Parks Department - Lead Montpelier Area Travel Information Council	2002	Low
Goal #6: The City will promote the conservation of energy and will explore policies related to more environmentally sound and sustainable energy use.				
a	The City Council should appoint an energy commission to develop an energy plan and implement other energy-related projects that promote the more efficient, economical, and environmentally sound use of existing and potential energy resources. At a minimum, the energy plan should address: maximizing solar and energy efficient design for new buildings, promoting land use development in the urban center, retrofitting existing buildings—including municipal, residential, and commercial—to optimize energy efficiency, and promoting alternative modes of transportation.	City Council	2002	High
b	In the purchase of equipment and appliances, the City should select, when the choice is available, those that are energy star-rated.	City Manager	Ongoing	
c	Residents and businesses should be encouraged to investigate and take advantage of programs offered by Efficiency Vermont and other energy service providers to increase energy efficiency.	Utility Companies	Ongoing	
Goal #7: Conduct an Engineering and Marketing Study to investigate feasibility of a Community Energy System to serve the City's commercial district.				
a	The study should present a proposed system development strategy, an option for the simultaneous production of electric power and steam or hot water for space heating, plant modification concepts, piping and service options, an economic and environmental analysis, an implementation schedule which prioritizes a phased plan for a system expansion, the estimated initial capital investment, and the long-term operating costs.	City-State Commission - Lead City Council	2002	High

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
Chapter 8. Cultural Opportunities				
Goal #1: Support the growth of arts, historic, and other cultural organizations in Montpelier, and cultivate Montpelier's role as a regional arts and cultural center.				
a	Utilize public facilities and space as venues for visual and performance artists, historical exhibitions, and cultural events wherever possible.	City Council	Ongoing	
b	Consider establishing a downtown "Arts District" offering arts organizations economic incentives to locate in the district.	Finance Department - Lead MDCA	2001	Medium
c	Explore alternative funding sources to augment contributions to local arts organizations.	Local Arts Organizations	Ongoing	
d	The City of Montpelier will actively promote the local arts community.	City Manager - Lead MDCA	Ongoing	
e	Encourage the retention of artisans and arts organizations in Montpelier.	City Manager - Lead MDCA Vermont Arts Council	Ongoing	
f	Encourage cultural events, festivals and cultural tourism.	City Manager - Lead MDCA Onion River Arts Council	Ongoing	
g	As part of its World Wide Web Home Page (http://www.montpelier-vt.org), the City could integrate information about local arts organizations, or link it to the home pages of arts organizations.	City Manager	Ongoing	
h	Consider publishing, in conjunction with the Central Vermont Chamber of Commerce, materials such as pamphlets or maps describing and identifying locations of local arts, historical, and other cultural organizations and venues.	Montpelier Travel Information Council (MTIC) - Lead MDCA	Ongoing	
Goal #2: Better integration of local arts organizations into the social fabric of Montpelier, and the downtown business district.				
a	Seek opportunities to develop gallery and studio space for local visual and performing artists. There is currently a large amount of under utilized upper floor space in downtown, that could, through zoning and fire code upgrades, be rendered usable by local artists.	MDCA & Planning & Development - Lead City Manager City Council	Ongoing	
b	The City could offer property owners that develop affordable studio or gallery space tax incentives or abatements.	City Council	2002	Low
c	The public schools and local arts organizations will look for opportunities to share facilities and programs to produce educational arts programs.	School Board Local Arts Organizations	Ongoing	
d	The public schools, and organizations such as Onion River Arts Council, Lost Nation Theater, the Wood Art Gallery, and the Vermont Council on the Arts, should continue to work jointly to produce educational visual and performing arts programs for the public school children.	School Board Local Arts Organizations	Ongoing	
e	Explore feasibility of cooperative studio space.	Local Arts Organizations	Ongoing	
Chapter 9. Economic Development				
Goal #1: Support and develop Montpelier's role in the region's economy by insuring the availability of a variety of goods and services, economic opportunities and financial resources for current and future City residents and the businesses that serve the region.				
Goal #2: Support enterprises that make use of the traditional skills and resources of the region to produce value-added products that will maximize reinvestment in the City's community services and facilities.				
Goal #3: Expand the community's understanding of the existing economy by identifying the opportunities, needs and constraints of the City's (a.) non-retail, for-profit businesses, and (b.) not-for-profit businesses.				

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
General				
a	Encourage business opportunities that compliment the quality of life and values of the city's residents.	City Council - Lead MDCA Planning Commission Planning & Development Dept.	Ongoing	
b	In looking at new initiatives and expansion of current businesses, support those projects that diversify services, increase or maintain average wages, provide quality jobs and/or meet an identified community need.	City Council - Lead Finance Department Central Vermont Economic Development Corporation (CVEDC)	Ongoing	
c	Encourage community investments such as educational, health care and municipal services that will aid in attracting economic development opportunities while strengthening and improving viability of existing business with new businesses that compliment Montpelier's quality of life.	City Council - Lead MDCA Planning Commission Planning & Development Dept.	Ongoing	
d	Encourage local buyers to purchase goods and services from local businesses.	MDCA	Ongoing	
e	Develop and maintain an inventory of residential, commercial/industrial, and other development sites.	Finance Department - Lead MDCA Planning & Development Dept.	Ongoing	
Infrastructure and Facilities				
f	Encourage the development and expansion of the infrastructure and facilities which are needed by business and residential development if they are compatible with local land uses, businesses and services and current zoning and the Future Land Use Plan.	Finance Department - Lead MDCA Planning & Development Dept. City Council	Ongoing	
g	Support the improvement and/or development of facilities for cultural organizations, including program performance and exhibition space, workshops, teen center, and artists' studios.	Finance Department - Lead Planning & Development Dept. MDCA	Ongoing	
h	Explore or find means to improve accessibility and affordability of space for small businesses and/or residential space on 2nd and 3rd floors. Explore the feasibility of the Jacobs lot for multi-level garage and cooperative or shared service core including cooperatively used elevator that can serve the buildings on State and Main Street.	Finance Department - Lead Planning & Development Dept. MDCA	2001	High
i	Support efforts which encourage access to publicly-supported technology.	City-State Commission - Lead City Council	Ongoing	
j	Evaluate future multi-modal transportation access and circulation needs and develop and implement appropriate solutions.	City-State Commission - Lead CVRPC	2002	High
Access to Capital, Training and Workforce				
k	Establish guidelines for flexible use of funds from repayment for economic development grants, and establish asset management plans for all city loan funds.	Finance Department - Lead Planning & Development Dept.	2001	Medium
l	Support programs that assist with the working capital and expansion needs of existing or new business. Consider exploring funding opportunities to support such programs.	Finance Department - Lead Planning & Development Dept. MDCA CVEDC	Ongoing	
m	Assist businesses in utilizing local labor and community services and facilities by coordinating educational and employment needs to ensure a highly skilled and professional workforce.	CVEDC - Lead MDCA School Board	Ongoing	
n	Work with government and educational institutions to ensure training is available on business issues to local small businesses.	CVEDC - Lead Small Business Development Center (SBDC)	Ongoing	

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
Marketing and Communication				
o	Promote Montpelier as a vital regional and statewide community center for business/professional services, retailing, education, residential use, recreation, dining, cultural activities and government.	MDCA - Lead Central Vermont Chamber of Commerce Planning & Development Dept.	Ongoing	
p	Provide useful information to prospective businesses and developers, in order to attract increased investment in the community by developing, maintaining, and marketing an inventory of sites and expansion needs of existing businesses.	Finance Department - Lead MDCA Planning & Development Dept. CVEDC Central VT Chamber of Commerce	Ongoing	
q	Encourage promotions to targeted segments of local retail market such as college students, residents, state and other major employers and tourists.	MDCA - Lead Montpelier Business Association	Ongoing	
r	Support centralized promotional and marketing efforts about Montpelier including the expansion of regional promotional and marketing efforts.	Central VT Chamber of Commerce - Lead MDCA Montpelier Travel Info. Council Finance Department	Ongoing	
s	Identify facilities and activities, existing and potential, which attract identified tourist target groups; support existing identified facilities and activities and encourage the development of needed identified facilities and activities.	MTIC - Lead MDCA	2001	Medium
t	Promote arts, entertainment, evening activities, special events and cultural and seasonal activities in Montpelier to attract tourists by maintaining and continually updating the Montpelier Web Site.	City Manager	Ongoing	
Coordination				
u	Coordinate tourism related development with other economic development efforts (such as downtown revitalization, agricultural products, commercial, retail and industrial development) in order to maximize the City's return on investment by exposure of all facets of products and opportunities to both visitors and residents.	MDCA - Lead Montpelier Travel Info. Council	Ongoing	
v	Foster communications with and between local businesses and development organizations and enable them to respond early to opportunities.	MDCA	Ongoing	
Taxes and Regulation				
w	Improve the Permit Review Process to render it simpler, more comprehensible and expedient.	Planning & Development Dept.	2001	High
x	Emphasize customer service in the zoning and development review process.	Planning & Development Dept.	Ongoing	
y	Seek to reduce the municipal tax rate by working with our elected state officials to authorize local option Meals and Rooms and Sales and Use tax and fair PILOT payments.	Assistant City Manager	Ongoing	
z	Use a portion of these taxes to support programs that assist local business.	City Council	2002	High
aa	Recognize the importance of the service sector and the tourism industry and encourage policy and investment which recognizes the need for and value of the service sector of the region's economy.	City Manager - Lead Planning Commission	Ongoing	

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
Chapter 10. Local Government Finance				
Goal #1: Enhance the fiscal ability of the City to deliver essential services and to fund physical improvements at a level of excellence, in order to maintain and improve the quality of life enjoyed by Montpelier residents.				
Goal #2: Accomplish the foregoing while keeping constant or reducing the tax burden on the residents of Montpelier.				
a	Encourage forms of investment which will increase City revenues to benefit residents consistent with the ability to provide facilities and services with minimal environmental impact.	Finance Department - Lead City Council	Ongoing	
b	Aggressively lobby the legislature to protect property tax reform, and alleviate the significant tax burden borne by the residents of Montpelier.	Assistant City Manager	Ongoing	
c	Aggressively lobby the legislature to set annual PILOT payments at a level that more accurately reflects the amount and value of property held by the state, and the high level of services delivered to the state by the City of Montpelier.	Assistant City Manager	Ongoing	
d	Aggressively lobby the legislature to permit the City of Montpelier to implement local option taxes, enabling the City to broaden and diversify its revenue stream.	Assistant City Manager	Ongoing	
e	Explore opportunities to regionalize City and School services, to achieve economies of scale that will translate into lower annual budgets and tax relief for the citizens of Montpelier.	City Council - Lead School Board	Ongoing	
f	Consider the feasibility of a special tax or tax increment district to fund downtown revitalization, economic development issues, and economic strategies.	Finance Department	2001	High
g	Recognize the importance of short term maintenance schedules in saving costs for the long term.	City Manager	Ongoing	
h	Consider life cycle costs in capital expenditures.	City Manager	Ongoing	
i	Ensure tax stabilization and abatement policies of the City reflect the goals and priorities of this Master Plan.	City Council	2001	High
Chapter 11. Land Use				
Goal #1: Future land use should preserve the primary qualities which make Montpelier unique. Among those qualities are a compact settlement pattern with a mixture of uses and human-scale development.				
a	Enact, through zoning, policies to protect hillsides and ridgelines, preserve and enhance riverfronts, and existing neighborhoods.	Planning Commission	2002	High
b	In the downtown, encourage mixed uses.	Planning Commission	2000	High
c	Provide tax or zoning incentives to encourage the redevelopment of vacant or underdeveloped lots within the built-up portion of the city in preference to outlying areas.	City Council - Lead Planning Commission	2001	High
d	Encourage new development as extensions of the city, rather than on isolated parcels.	Planning Commission	Ongoing	
Goal #2: Promote a land use pattern that expands economic opportunities and sustainable forms of development that will maximize economic benefit but conserve natural resources with minimum environmental impact.				
a	Review and adjust as needed the transitional provisions in the regulations such as the CB-II District and provisions for buffering uses to reduce land use conflict.	Planning Commission	2001	High

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#	RECOMMENDATION	WHO DOES IT?	TIMELINE	PRIORITY
b	Encourage developers to submit plans for review by the Department of Planning and Zoning at a pre-application conference prior to applying for permits.	Planning & Development Dept.	Ongoing	
c	Encourage the provision of public amenities in future development such as playgrounds, parks, community rooms, public art, performance spaces and exhibition space.	Finance Department - Lead Planning Commission	Ongoing	
d	Consider the addition of a Shoreland Overlay District to the zoning ordinance.	Planning Commission	2000	High
e	Control the adverse effects of strip development along Berlin and River Street by utilizing design and landscaping guidelines.	Planning Commission - Lead Design Review Committee Tree Board	2001	Medium
f	Design guidelines that can preserve and enhance riverfronts.	Planning Commission - Lead Design Review Committee	2001	Medium
Goal #3: Work with the State to prepare and adopt a Master Plan for the Capitol Complex and other State-owned buildings that complements the City's Master Plan.				
a	Said Master Plan should address issues of joint concern such as transportation, parking, access, public amenities, design, historic preservation, and the future use of the urban waterfront.	Capitol Complex Commission	2000	High
b	Encourage the State to undertake no development outside the Capitol Complex, in the City of Montpelier unless the normal city tax revenues can be preserved.	City Council	Ongoing	
c	Codify the process for approval of projects located within the Capitol Complex.	Planning Commission - Lead Capitol Complex Commission	2001	High
d	The City expects State projects to conform to City zoning regulations.	City Attorney	Ongoing	
	CVCLT = Central Vermont Community Land Trust			
	CVEDC = Central Vermont Economic Development Corporation			
	CVRPC = Central Vermont Regional Planning Commission			
	CVSWMD = Central Vermont Solid Waste Management District			
	MBA = Montpelier Business Association			
	MDCA = Montpelier Downtown Community Association			
	MTIC = Montpelier Travel Information Council			
	SBDC = Small Business Development Center			
	VCIL = Vermont Center for Independent Living			

