



**City of South Burlington**  
**FY22 Policy Priorities & Strategies**  
 Adopted by Council 11/15/21

**Affordable and Community Strong**

- Description**      **Creating a robust sense of place and opportunity for our residents and visitors.**
- \*Be affordable, with housing for people of all incomes, lifestyles, and stages of life
  - \*Keep unique features, and maintain or enhance the quality of life of existing neighborhoods
  - \*Be a recognized leader in public education offerings and outcomes
  - \*Provide quality public safety, infrastructure, health, wellness, and recreation services
  - \*Ensure transparent and accessible government.
  - \*Take into account the quality of life of residents, employees, and visitors in the development of City policies, plans, projects, and regulations
  - \*Actively plan for public spaces throughout the City, including public open spaces and public art, such that these spaces can be utilized daily and also for special community-
  - \*Establish vibrant streetscapes, civic spaces, public art and public facilities in the Central District and City Center.

Role of City Manager and Leadership Team "This is how we are accomplishing this vision."				Role of City Committee "This is how our resident committees can inform policy"	
	Implementation Strategy Description	Responsible Leader(s)	Timeline	Committee	Action
Must Do	LDR Updates: *Explore rezoning the land around the airport *Continue revisions to City Center Form Based Code and associated Official Map updates to support successful development of the downtown	Paul	FY22	EDC, PC	*EDC to participate in airport rezoning subcommittee *PC to discuss and adopt all
	Start planning for (identify funding, project timeline, and connection to Comp Plan update) the develop a Park Master Plan to assess neighborhoods for unique features and determine how best to ensure equity of amenities like: accessibility, open space, park space, walkability, e-bikes, etc. *Focus on evaluating City trail connectivity [link to Walkable and Clean & Green]	Ashley, Holly	multi-year	RPC, NRCC, CAD	Make recommendations to Council and staff
	Plan for Recreation Center future (new facility, existing spaces, etc.)?	Holly, Ilona	multi-year	RPC	Provide recommendations to the City Council
	***Engage/invite residents to provide input on what a robust community means to them *Exploring a model(s) to engage residents - including potentially a permanent Town Meeting Day Survey to track longitudinal data or RDD-type survey with benchmarking *Assess progress toward achieving a community identity *Examine how to increase participation in city discussions *Increase ways to foster invitations to diverse populations to help our City	Coralee and all	ongoing		
	***Continue to strengthen community identity and commitment to communications *Refine and enhance a strategy for outward communications (checklists, structures, types, branding, etc) *Develop comprehensive communications policy *Provide training to staff and committees *Update City's website for clear resident communication *Provide resources for our non-English speaking population	Coralee	ongoing		
	Develop a policy on when the City assumes ownership for privately developed parks, open spaces, and roads (rec paths and sidewalks), and ensure maintenance resources are developed	Paul, Holly, Jessie, Justin	FY22 - FY23		
	SBPD will continue to be a progressive leader in the evolution of police use of force and de-escalation principals as we adopt, train, and implement the 2021 legislation on Use of Force	Shawn	ongoing		
	Support Art in City Center	PASC/Ilona	ongoing	PASC	* Hold dedication events for art; * Mount shows in public gallery; * Select art for upcoming projects
	Participate in the Airport Sound Committee and ensure noise mitigation funds are available to the community	Jessie, Paul	ongoing		
	Promote the expansion of Dog Park offerings both on publicly-owned lands and with new development proposals	Holly, Paul	5 years	CAD	Consider plans and provide feedback
Complete project to put land records online	Donna	FY22			
Committee Interest	Support Trustees in completing Library Strategic Plan	Jennifer	FY22	Library Trustees	Complete Library Strategic Plan
	Modernize rules and regulations on dogs and common spaces for dogs	Colin, Holly, Justin, Shawn, Ashley	FY22-FY23	CAD	Review and recommend ordinance changes



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	Conduct a cultural assessment (artist/arts inventory) in preparation for a future potential cultural plan (ARPA?)	Ilona	FY22	PASC	Review recommendations for the use of ARPA dollars; Conduct Inventory
	Build art into public spaces throughout South Burlington	Ilona	multi-year	PASC	Issue Call for Art to develop ideas for future art installations city wide
	Plan for a Fall 2022 Literary Streetfest on Market Street	Jennifer	FY22-FY23	Library Trustees	Guide planning for Literary Streetfest
				PC	Adopt new Accessory Dwelling Unit standards
				PC	Adopt updated regulations including PUDs and subdivisions
				AHC	Explore funding mechanisms to increase funding to Affordable Housing Trust Fund and make recommendations to Council
				AHC	Work with staff to review options for buying privately owned or developing existing city-owned land to develop additional perpetually affordable housing
				EDC	Work with staff to review options for buying or developing existing city-owned land
				PC	Develop tools for core areas of the City, including neighborhoods, commercial PUDs, infill, redevelopment PUDs, and/or extended use of TDRS
Core Services	Continue focus on developing City Center and successfully administering the TIF district *Gain approval of a Substantial Change request *TIF 5 year audit	Ilona	multi-year		
	Plan for effective use of ARPA funding *Infrastructure (including IT) *Affordable Housing *Economic development and business support	Andrew	multi-year	AHC, EDC	Make recommendations to Council on how best to use ARPA funding for housing and economic development
	Complete LDR Amendment process: *Extend inclusionary zoning city-wide *Zoning District amendments to align with Comprehensive Plan	Paul	FY22		
	Strengthen relationship with the School Board and develop a coordinated budget and priorities for the City as a whole.	Jessie	ongoing		
	Increase and coordinate Recreation & Parks and Library programming to provide opportunities for community engagement	Holly, Jennifer	ongoing		
	Complete a city-wide assessment and update to city addresses to be compliant with state required E9-1-1 system	Marla	Ongoing		
	SBPD will continue to be a leader in recognizing bias in policing and establishing meaningful relationships with the immigrant community. This work includes education for staff and leveraging the partnership formed with our cultural brokers.	Shawn	FY22		
	Complete Szymanski Park Improvements	Holly, Justin	FY22		
	South Village Field: Determine future use and work with developer on construction	Holly, Justin	FY22		
	Hubbard Natural Area: Complete design phase and prepare bid documents	Ashley, Justin	FY22		
	Red Rocks: Complete permitting for park improvements	Ashley, Justin	FY22		



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**Walkable**

**Description** Bicycle and pedestrian friendly with safe transportation infrastructure.

- \*Develop a safe and efficient transportation system that supports pedestrian, bicycle, and transit options while accommodating the automobile
- \*Establish a city center with pedestrian-oriented design, mixed uses, and public buildings and civic spaces that act as a focal point to the community.

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	Implementation Strategy Description	Responsible Leader(s)	Timeline	Committee	Action
Must Do	Williston Road Streetscape: Complete design and initiate ROW acquisition	Justin, Ilona	FY22		
	Complete 8 to 10 projects prioritized in Penny for Paths as a step to tie together network for accessibility for all	Justin, Ashley	FY22	BPC	Inform P4Ps priorities
	Improve connections between maintenance costs and capital (public and private) investments *Assess maintenance standards and commitment to level of service *Reflect these decisions in maintenance budgets *2022 - Focus on line striping budget and timeline *Continue to diversify the maintenance fleet (smaller more nimble fleet pieces) to meet changing transportation designs	Justin	ongoing		
	Work with folks at GMT to improve and enhance transit options in the City and throughout the region.	Jessie, Paul, Justin	ongoing		
	Garden Street: Complete the right of way acquisition and design; bid out project	Justin, Ilona	FY22		
	Update City-wide official map to include examination of east-west roads	Paul	FY22	PC	Consider and adopt new official map
	Core Services	Complete Transportation Impact Fee update	Justin, Paul	FY22	
Complete Transportation Demand Management Regulations		Justin, Paul	ongoing	PC	Consider and adopt new regulations
LDR Amendments to promote walkable neighborhoods and environmental conservation *Replace Subdivision and Master Plan Standards *New Planned Unit Development Types: Conservation, Traditional Neighborhood *Establish citywide Civic Space Types, Street Types and Building Types and Residential Design		Justin, Paul	FY22 and FY23	PC, NRCC	PC: Consider and adopt new regulations NRCC: Advise on concepts
Consider UPWP applications to build out bike/ped infrastructure to create an accessible network for all residents with focus on scoping projects for next two years.		Paul, Ashley, Justin	multi-year	EC, BPC	Support funds, participate in conversations around related projects
Consider multi-modal transportation planning and implementation expertise when hiring the next DPW Director		Jessie	FY22		
Committee Interest				BPC	Develop strategy to connect with residents about how to interact and engage with each other via different modes of transportation in a respectful and responsible way.
				EDC	Continue to participate in I89 Corridor
Pending funding	Pursue other projects in City Center as funded (Ped/Bike Bridge)	Ilona	ongoing		



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**Green & Clean**

**Description Emphasizing sustainability for long-term viability of a clean and green South Burlington**

- \*Promote conservation of identified important natural areas, open spaces, aquatic resources, air quality, arable land and other agricultural resources,
- \*Reduce energy consumption city-wide and increase renewable energy production where appropriate.
- \*Climate Change Resolution

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	Implementation Strategy Description	Responsible Leader(s)	Timeline	Committee	Action
Must Do	Continue to reduce our phosphorus discharges into Lake Champlain; work with DEC on a possible P-Credit Program as we are achieving great results that others could benefit from with our P reduction	Justin	ongoing		
	*** Develop the City's Climate Action Plan (including a specific Transportation Implementation Plan and Governance Implementation Plan) [Transportation Plan link to Walkable]	Paul	FY22-FY23	Task Force, EC	Participate in Climate Change planning; provide recommendations
	Support reduction in fossil fuel use in South Burlington by looking at viable alternative fuel options for City fleet *Research capacity of new technology and weigh against cost of new investment for future budget consideration *Expand use of electric hand held equipment and investigate the replacement of gas-powered equipment/fleet with electric/renewable equivalents *Integrate into relevant sections of the Climate Action Plan *By leveraging the Cloud, reduce onsite hardware to result in lower energy consumption	Justin, Paul, Chiefs, Lou	ongoing		
	Prepare for an Chloride TMDL by instituting winter maintenance best practices and working with the private sector on their SOPs. Perhaps a Stormwater Credit can be created for private sector Cl-reductions	Justin, Paul	ongoing		
	Improve management/maintenance of City-owned open spaces *Pursue acquisition/conservation of properties based on Council directions and priorities *Develop a policy to evaluate a parcel's use (access or not) *Review and update current Open Space Fund parameters *Create City Open Space Management Plans *Develop funding strategy for maintenance management and open space plan *Recommend process for funding ongoing maintenance and management *Ensure all documentation is centrally maintained	Jessie, Ashley, Justin, Paul	multi-year	NRCC	Develop Open Space Plan to document strategy for prioritizing conservation and stewardship of land in the City.
	Complete Auclair conservation plan	Paul	FY22		
	Continue to collect, monitor and analyze energy data for City facilities *Post reports to the website	Lou	ongoing	EC, BPC	Provide support; recommendations
	Review and consider updates to Tree Ordinance	Justin	FY22	NRCC	Make recommendations to Council
	Review and consider changes to the City's Emerald Ash Borer Plan	Justin	FY22	NRCC	Make recommendations to Council



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	Implementation Strategy Description	Responsible Leader(s)	Timeline	Committee	Action
	LDR Updates: *Update regulations to include requirements for increasing energy efficiency for all development (highest already in the State) to potentially include solar generation requirement for new development	Paul	FY22-FY23	PC	Consider and possibly make recommendation to Council.
Committee Interest				EC	Participate in Button up and other community education opportunities; support efforts to weatherize as part of noise mitigation
				EDC	Explore ways to recruit and retain clean energy businesses
				EC	Assist the City with identifying additional investments in energy efficiency improvements and operating practices in municipal buildings and other facilities that will reduce their energy cost and associated carbon footprint.
Core Services	Complete LDR Amendment process: *Conservation PUDs and Environmental Protection Standards *LDR Amendments to facilitate accessory dwelling units, solar ready roofs and solar gain, accessory structures, and other minor amendments *Zoning District amendments to align with Comprehensive Plan	Paul	FY22		
	New LDR Amendment Round *To support redevelopment and infill in built up areas including TDRs and PUDs	Paul	FY22-FY23	PC	Consider and possibly make recommendation to Council.
	Update All-Hazard Mitigation Plan	Terry, Paul	FY22		
	Achieve LEED Certification for 180 Market Street	Ilona, Lou, Justin	FY22		



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**Opportunity Oriented**

**Description** Being a supportive and engaged member of the larger regional and statewide community.

\*Prioritize development that occurs within the community into the higher intensity areas identified within this Plan

\*Support a diverse and vibrant economy built on quality jobs, employment centers and a supportive educational and research system; support markets for local agricultural and food products.

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	Implementation Strategy Description	Responsible Leader(s)	Timeline	Committee	Action
Must Do	Be nimble in supporting future of U Mall. *Consider additional commercial uses *Consider campus housing *Explore restoring unused impervious areas to natural state for stormwater mitigation and community garden for local food production	Jessie, Ilona	ongoing		
	Dorset Street Signals: *Complete hardware project planning and bidding *Consider how to make Dorset more walkable	Justin	FY22 - FY24		
	Develop plan to provide dispatch services to partner communities	Shawn	FY22		
	Develop metrics for fiscal and economic development: do we have a tax base goal? What do we need to be financially sustainable? How do we support GL growth that enables this?	Jessie, Ilona	ongoing	EDC	Develop and review metrics
	Continue to represent the City on regional and state-wide boards: VLCT, CCRPC, Clerks' Association, VT Bar Association, Green Mountain Water & Environment Association (GMWEA), Vermont Chapter of the Institute of Transportation Engineers (VTITE), and VT Clean Water Advisory Committee (CWAC)	All	ongoing		
	Assess the City's Industrial-Commercial Zoning districts: What uses MUST be away from housing? Should we reserve land for those purposes only while making other "business parks" eligible for a wider range of mixed uses?	Paul	FY22-FY23	PC and EDC	Provide feedback and review of options
	Participate in the region's Building Homes Together campaign ( <a href="http://www.ecosproject.com/building-homes-together">http://www.ecosproject.com/building-homes-together</a> ) with a focus on financing tools, link to transportation, and food/gardening resources	Jessie, Paul	5 years		
	Maintain presence on the Champlain Valley Conservation Partnership to support regional conservation and stewardship goals.	Ashley	ongoing		
Committee Interest				AHC	Identify regulatory barriers and added costs of developing multi-unit buildings and propose ways for SB to address them. Could include: waiver or reduction of city impact and permit fees for perpetually affordable developments
				AHC	Articulate connections between dense housing development and climate change solutions
				AHC	Review zoning districts city-wide to identify additional locations for residential/mixed-use zoning including conducting an inventory of vacant space.
				AHC	Identify regulatory barriers and added costs of redeveloping areas of SB and propose ways to address them
				EDC	Identify staff support for EDC
Pending Community or Committee interest	Consider ballot item on Commercial Cannabis	Jessie	FY22	EDC	Explore Commercial Cannabis, monitor CCB's efforts and make recommendations to Council



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	Implementation Strategy Description	Responsible Leader(s)	Timeline	Committee	Action
Core Service	Participate in State-wide Code Review conversations and adjust local ordinances as needed	Terry	FY22		
	Offer City-owned spaces to community for use with a focus on events in City Center	Coralee, Holly, Jennifer	FY22		



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**Core Municipal Services and Administration**

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	Implementation Strategy Description	Responsible Leader(s)	Timeline	Committee	Action
Must Do	***Focus on equity and inclusion *Develop and adopt a City-wide equity and inclusion statement *Year 1 implementation plan to the Council *Internal staff training *Increase representation on committees by inviting folks to participate *Implement new processes for receiving inclusive input on city policies and projects *Participate in state-wide Fair and Impartial Policing training and policy development *Develop accessible outreach materials regarding elections and city services	All Staff (leads: Jessie, Coralee, Shawn)	FY22-FY23 and ongoing	AHC	Propose an Impact Assessment Checklist for Council consideration
	Consider charter changes related to governance and monitor reappointment of legislative districts	Jessie, Donna	FY22 - FY23		
	*** Modernize the City's Personnel Policies and Practices *Update Personnel Handbook *Focus on recruitment and retention to reflect the community we serve *Analyze the staff we need to provide the level of service we want to provide *Focus on onboarding, orientation, and cross-department collaboration *Institute an annual review process and Staff Development Program with staff input *Ensure first responders have specialized training they need *Consider benefits we can offer for PT employees for recruitment and retention *Consider succession planning *Complete a wage classification study *Support staff well-being, empowerment, and opportunities	Coralee	FY22 and FY23		
	Develop redundancy for IT services *Including encrypted emails *Malware-proofing	Mike	ongoing		
	*** Continue commitment to moving to and maintaining electronic records *Focus on Fire, Finance, and HR records and complete historic permits *Work to link parcel data through Planning & Zoning, Assessor, and DPW **Consider backup plans should we lose files and internet	All	ongoing		
	***Update permitting systems and processes: *Provide technology to streamline processes *Build an expedited pathway for Sustainable Energy Projects *Support efficient DRB review	Paul	FY22	PC (recommended by EDC)	Update permitting system: Ensure an expedited pathway for high impact priority projects
	Initiate review of progress on the 2016 Comprehensive Plan in preparation for the 2024 Plan.	All Departments and Committees	FY22-FY24	All committees	Participate in review of progress on the 2016 Comprehensive Plan in preparation for the 2024





## Core Municipal Services and Administration

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	Implementation Strategy Description	Responsible Leader(s)	Timeline	Committee	Action
Core Services	<ul style="list-style-type: none"> <li>*** Continue focus on being customer service oriented</li> <li>*Set internal and external customer service standards</li> <li>*Focus on moving from paper forms to digital forms with possibility for credit card payments</li> <li>*Implement E-fax to eliminate fax machine needs</li> </ul>	All	ongoing		
	Reduce water loss (which directly translated to lost water use revenue) through the continuation of a water meter replacement program	Justin	3 years		
	Implement Office 365	Mike	FY22 for FY23		
	Complete Reappraisal and attend to equity concerns raised through BCA process	Martha L	FY22		
	Clean up delinquency list and put in place payment plans	Martha L	FY22		
	Consider a policy on camping/domicile on public property or encampment policy to best serve our neighbors and our property	Jessie, Colin	FY22		



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**Bike Rack**

For consideration and prioritization in future years.

<b>Ideas</b>
Rental Registry and/or Housing Ordinance/Short-term Rentals (AirBnb)
Partner with Burlington for a Regional Tech Center
Resident Parking Ordinance
Work with partners to extend the Bike Share Program into more South Burlington neighborhoods *Assess motorized vehicles on shared use path system and develop policies around signage and safety
Must for FY23: City Center Park Phase II: Initiate design for City Center Park pedestrian and bicycle boardwalk connection
Revisit Winter Parking Ban
City pledge to not to use herbicides or fungicides on South Burlington parks, recreation or other owned property and to encourage property owners to do the same.
Work with public/homeowners to educate about maintaining backyard stream/wetland buffers
Need a definition for committee liaisons and tasks/obligations
Develop a policy for abandoned properties
Investment policy to match Climate Action Resolution
Policy: Every land use issue or decision must have a climate change or mitigation as the primary guiding principle
Consider sustainability in purchasing vs cost
Research Tech neutral approach to carbon emissions reductions
Explore updating the City's Noise and Nuisance ordinances and related LDRs
Mary Street - Add sidewalk



**City of South Burlington  
FY22 Policy Priorities & Strategies**

**Key**

- \*\*\* = Idea received more than 4 votes by the Department Heads
- AHC = Affordable Housing Committee
- BPC = Bike and Pedestrian Committee
- CAD= Common Area for Dogs Committee
- EC = Energy Committee
- EDC = Economic Development Committee
- LT = Leadership Team (city's Department Heads)
- PASC= Public Art Selection Committee
- RPC= Recreation and Parks Committee
- SBBA= South Burlington Business Association
- Task Force = Climate Action Task Force