

Implementing the Master Plan

The Process

The City of Montpelier stands as a testament to more than 200 years of collective decisions and action by citizens, elected officials, businesses, and public servants. The decisions the city has made have made it increasingly able to meet the needs of the community for sustenance, resources, governance, social and human development, and our livelihoods. All of the stakeholders in the city work together to find the means to implement the plans and decisions that are made – the city government serves as a leader and a catalyst for action, but couldn't possibly accomplish the goals of the community without everyone doing their part.

To guide their actions and decisions, the city government leads an ongoing planning process. Planning involves gathering data, looking at future trends, convening stakeholders, and making proposals for the overall direction and strategic framework the city needs to achieve a shared vision for the future. Currently, state law requires that cities and towns adopt a Master Plan every five years, but the planning the city does happens on a continuous basis, and the plan can and should be amended when necessary.

Adoption of the Master Plan

Adoption of the Master Plan by the Montpelier City Council is the first step the city needs to take to implement the plan. State statute governs the adoption process; it is done pursuant to the procedures outlined in 24 V.S.A. Chapter 117, Sections 4384 and 4385. This requires the City Council to hold hearings on the plan, and for the Planning Commission to write a report on the impacts of the plan for the Council to consider. By adopting the plan, the City Council accepts it as a policy document that serves as the foundation for actions taken in the city in all the areas the plan describes.

After the plan is adopted by the City Council, it is reviewed and approved by the Central Vermont Regional Planning Commission. The plan needs to be in compliance with the regional plan, which is designed to facilitate cooperation among towns in addressing mutual problems and challenges.

Regulatory Implementation

This document has identified several areas where City regulatory reform is needed to implement the Master Plan. The regulations the City will need to address are:

- Zoning Ordinance
- Subdivision Regulations
- Building Code
- Other City Ordinances (Idling, etc.)

The Master Plan serves as the policy framework for the regulations, so it is important that the recommendations here be specific enough to guide future action.

Act 250

Developments required to obtain a permit under Act 250 must conform to this adopted Master Plan. Although only a few development projects every 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 strive to protect natural features, archaeological sites, historic buildings and neighborhoods, environmental quality, transportation networks, public utilities, and the local economy.

Public Spending

Another important way to implement the Master Plan is through the city budget process and the use of resources secured from the State of Vermont and the U.S. Government. There are a number of ways in which these funds are available for elements of the plan:

- 1) **Capital Budget:** The City's capital budget is based on the City's capital improvements program, which is reviewed and revised in accordance with the Master Plan. The capital plan addresses infrastructure issues such as street improvements, lighting, energy, water and sewer services, and school improvements.
- 2) **Community Development:** The federal Community Development Block Grant (CDBG) program for Montpelier is administered by the Department of Planning and Community Development. The major focus of the program is on housing rehabilitation, economic development, and improvements to public facilities.
- 3) **Special Assessment Districts:** Special Assessment Districts are established to help property owners make capital improvements on a neighborhood scale such as utility services, street improvements, landscaping, and the provision of parking. This plan calls for a new form of Special Assessment District called a Clean Energy Assessment District (CEAD) to be established to help property owners make needed energy improvements. All such districts require a vote of the people included in the district to become effective.
- 4) **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 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.
- 5) **PILOT and State Funding:** State payments in lieu of taxes are incorporated in the City's general fund to pay for municipal services provided by the state. The State of Vermont also provides a number of grant programs to support municipal work and the tasks identified in this plan, such as the municipal planning grants, the Clean Energy Development Fund, the Transportation Grants to support downtown improvements, etc.

- 6) **Federal Grants:** The City has taken advantage of several federal programs to achieve our goals, and is currently managing grants from the Department of Energy, the Administration on Aging, the Federal Transit Administration, the Federal Highway Administration, Housing and Urban Development (HUD), and the Department of Justice.

Monitoring and Evaluation

The Master Plan has established specific targets to help the city measure our progress toward the goals we have set. Each strategy identified in the plan is associated with a target, and over time the city will measure both the outputs and the outcomes of all the activities identified and report them to the public. This will be done in a variety of ways – on the city web site, in the news media, and through regular reporting and updating the City Council and Planning Commission.

At least once a year, the City will convene the Stakeholders from the enVision process to take stock of the progress that has been made and to make recommendations for any changes or additions to the plan. When issues arise that have an impact on the issue areas addressed by enVision: economics and livelihoods, governance, social and human development, infrastructure and the built environment, and the natural environment, the Planning Commission will strive to convene the committees from enVision to discuss it and make recommendations that are consistent with the Master Plan.

The results of this annual meeting and committee work will be reported to the voters in the City's annual report every year, so the citizens and stakeholders can have a reliable sense of the progress made.

enVision Montpelier Stakeholders

Below are the community members who had a hand in shaping this plan:

Brian Abbott	Connie Brown	Phil Dodd
Susan Abdo	Ben Brown	David Dobbs
Carrie Abels	Morgan Brown	Rick DiAngeles
Jim Abrams	Cary Brown	Matthew DeLorey
J. Allen	Devon Brownlee	Christine DeLeo
Mit Allenby	Shawn Bryan	Roberta Downey
Missa Aloisi	Sam Buckley	Bill Doyle
Anita Ancel	Anjali Budreski	Peter Dreschner
Jon Anderson	Jon Budreski	Dan Dunne
Chris Andreasson	Larken Bunce	Paul Dupre
Lindsay Arbuckle	Eliot Burg	Liza Earle
Millie Archer	Lynn Burke	Kirsten Edey
Thia Artemis	Ginny Burley	Jim Eikenberry
Dorie Wilsnack	Yvonne Byrd	Suzanne Eikenberry
Eric Bachman	Joyce Cahn	Sandy England
Carrie Baker Stahler	Adam Caira	Erik Esselstyn
Pat Balkcom	Anne Campbell	Carl Etnier
Hedi Ballantyne	Ken Matzner	Steven Everett
Charles Ballantyne	Gerry Carlson	Joy Facos
Justin Barton-Caplin	Paul Carnahan	Tony Facos
June Bascom	Nancy Case	Sylvia Fagin
Donna Bate	Sandal Cate	Katie Fahnstock
Megan Belser	Virginia Catone	Gail Falk
Evan Belser	Rebecca Clark	Esther Farnsworth
Claire Benedict	Pinky Clark	Hilari Farrington
Steven Bercu	Elizabeth Coleman	Wayne Fawbush
Geoff Beyer	Chris Reardon	Ellen Fein
Danny Bick	Abby Colihan	Anne Ferguson
Meredith Birkett	Michael Connolly	Joseph Ferris
Joan Black	Barbara Conrey	Jennie Ferris
Alan Blakeman	Katherine Cooper	Malcolm Fitzpatrick
Wendy Blakeman	Jon Copans	Craig Fullerton
Julia Blatchford	Scott Courcelle	Donna Gacetta
John Bloch	Elizabeth Courtney	Sarah Galbraith
Eric Blockland	Roger Cranse	Harold Garabedian
Barney Bloom	Lee Crider	Garth Genge
Ronnie Blume	Joanne Crowley-Watkins	Margot George
Zoe Bobar	Anne Cummings	Theresa Giffin
David Borgendale	Dan Currier	Eric Gilbertson
Beth Boutin	Jason Czarneski	Alan Goldman
Chris Bouwer	Alice Colwell	Paula Francis
Laurette Brady	Andrea Colnes	Linda Freeman
Lucia Bragg	Abby Colihan	Nat Frothingham
Dave Braun	Chip Darmstadt	James Gram
Leslie Breakstone	Matt De Groot	Carolyn Grodinsky
Stanley Brinkerhoff	Gerard Dehner	Sam Graham-Sharp
Zachary Brock	Elizabeth Dodge	Tom Golonka
Luna Brogan	Bill Doelger	Jacob Goss
Aaron Brondyke	Jen Dole	Robin Gorges
Karen Brooks	Carol Dorflein	David Gorges
Chris Brown	Fran Dodd	Paul Guare

Colin Gunn
Georgina Haase
Numa Hasse
David Hall
Gordon Hall
Kris Hammer
Karl Hammer
Robbie Harold
Cynthia Hartnett
Daniel Hecht
Dot Helling
Tim Heney
Linda Henzel
Martha Hicks-Robinson
Christopher Hilke
Steve Hinds
Jeremy Hoff
John Hollar
Mary Hooper
Andrew Hooper
Mary Hosford
Ralph Howe
Alison Howland
Robert Hubbard
Eben Hunt
Anthony Iarrapino
Norm James
Sarah Jarvis
Bill Jolley
Jean Jolley
Ken Jones
Bill Jordon
Patrick Joy
Ward Joyce
Joan Kahn
Kathleen Kanz
Mark Kaufman
Emily J. Keller
Colette Kelly
Joshua Kelly
Justin Kenney
Karim Khan
Joseph Kiefer
Monica Kimball
Cheryl King Fischer
Kenric Kite
Joey Klein
Heather Kralik
Mary Jo Krolewski
Rodger Krussman
Colleen Kutin
Vicki Lane
Doug LaPoint
Lee Lauber
Pam LaVanway
Maxine Leary

Brian Leet
Rebecca Leet
Russell Leete
Alan LePage
Ellen Lerman
Kate Lewis
Bob Lewis
Jim Libby
Fearn Lickfield
John Lindley
Dan Lindner
George Lisi
Deborah Lisi-Baker
Deborah Lisman
Sara Lisniansky
Steve Lobb
Joe W. Loga
Jesse Lovasco
Catherine Lowther
Laurie Lyon
Mave MacDougall
Reuben MacMartin
Lisa Mahoney
George Malek
Rory Malone
M.J. Manahan
Bekah Mandell
Larry Mandell
Wendy Manley
Tina Manning
Shana Margolin
Paul Markowitz
Anne Maule
Ryan McCall
Dana McCarthy
Annie McCleary
Cindy McCloud
Becky McCullough
Katie McKinstry
Brendan McLane
Rick McMahan
Arne McMullen
Barry McPhee
Nancy Mears
Chris Meehan
Neal Meier
Emma-Lynn Melvin
Anthony Mennona
Bill Merrylees
Steve Metcalf
Judy Milstain
Sarah Mitchell
Bryan Mitofsky
Lizabeth Moniz
Jesse Moorman
Bonnie Moren

Matt Morse
Lloyd Moyer
Rilla Murray
Theresa Murray Clasen
Ben Palkowski
Steven Pappas
Chris Paterson
Justin Paul
Polly Nichol
Kate Nicolet
Nicholas Nicolet
Bernie Noe
Kevin O'Connell
Glenda Otto
Krystal Owen
Carole Naquin
Giovanna Peebles
Eileen Pelletier
Beverly Pembroke Hill
Jeremy Pettengill
Soren Pfeffer
Heather Pipino
Amy Pitton
Mark Pitton
Janet Poeton
Bethany Pombar
Alice Porter
Marj Power
John Pratt
Jaiel Pulskamp
Sharon Quinn
Chris Reardon
Elizabeth Coleman
Susan Reid
Janet Ressler
Suzanne Richman
Steph Rieke
Cara Robechek
Chris Robertson
Jeff Roberts
Cari Roberts
Deb Robinson
Clare Rock
Becka Roof
Jim Roos
Sandi Rossi
Carlo Rovetto
Giovanni Rovetto
Emma Rowe
Ken Russell
Jack Russell
Susan Russell
John Russell
Jan Ruta
Tina Ruth
Roy Schiff

Josh Schlossberg
Karen Schwartz
Diane Scolaro
Steve Seipke
Dennis Sauer
Scott Sawyer
Debra Sargent
Tom Sabo
Sue Saleme
Anne Sarcka
Kenneth Saxe
Lauri Scharf
Jonathan Scherbatskzay
Eric Seidel
Emily Seifert
Stefanie Shea
Sean Sheehan
Rebecca Sheppard
Jim Sheridan
Nancy Sherman
Michael Sherman
Bill Shurnbrooker
Brian Slopey
Dick Smith
Spencer Smith
John Snell
SB Sowbel
Deb St.Cyr
Andrea Stander
Jeff Statter
Barbara Stewart
Samn Stockwell
Beth Sturgis
Meredith Summer
Linda Suter
Liz Sykas-Ringgenberg
Linn Syz
Anson Tebbetts
Carolyn Tesini
Stacy Theberge
Kevin Thompson
Jane Tucker
Nina Thompson
Amy Thornton Kelly
Karen Topper
Guy Trapper
Joann Troiano
Jessica Tyler
Ellen Tyrell
Carol Vassar
Jean Vissering
Karen Vogan
Andrea Voyer
John Waldo
Judy Warriner Walke
Leslie Walz

Nancy Wasserman
Tom Watkins
Anne Watson
Harris Webster
Ellie Webster
Alan Weiss
Mike Wetherell
Linda Wheatly
Barbara WhiteJay White
KC Whiteley
Jennifer Whitman
Dannie Whooley
Abbey Willard
Stewart Williams
Mary Williams
Emmond Riby
John Wires
Chris Wood
Betty Woods
Frank Woods
Jean Wortman
Keith Wortman
Sky Yardley
Christine Zachai
Phil Zalinger
Andrew Zovistashi

Planning Commissioners

Jesse Moorman
Alan Goldman
John Bloch
David Borgendale
Bethany Pombar
Missa Aloisi
Tina Ruth
Anne Campbell
Karen Vogan
Jason Czarnezki
Claire Benedict
Matthew DeLorey
Mark Kaufman
Chris Paterson
Ken Jones
Carolyn Grodinsky

Youth Members of Planning Commission

Lucia Bragg
Lou Cecere, Jr.
Ariana Lewis

enVision Montpelier Steering Committee

Judy Warriner Walke
Virginia Catone
Chris Reardon

Jesse Moorman
Mary Hooper
Nancy Sherman
Jim Sheridan

enVision Committee Chairs

Natural Environment
Kris Hammer
Matthew DeLorey

*Infrastructure & the Built
Environment*
Garth Genge
Jesse Moorman
Alan Goldman

Economics & Livelihoods
John Bloch
David Borgendale

Governance
Chris Reardon
Anne Campbell

*Social & Human
Development*
Judy Warriner Walke
Virginia Catone
Claire Benedict

Planning and Community Development Department

Gwendolyn Hallsmith
Audra Brown
Clancy DeSmet
Garth Genge
Eric Scharnberg

AmeriCorps VISTAs

Erin Schlitts
Kristin Feierabend
Cindy Wasser
Jackie LeBlanc
Ashley Pelletier
Taylor Newton
Isaac Lawrence

Contributing Local Artists

Robin LaHue, "October
Crossing"
Harris Webster, "Sidewalk
Haikus"
Norman James

Appendix: A Sample of Neighborhood Building Forms

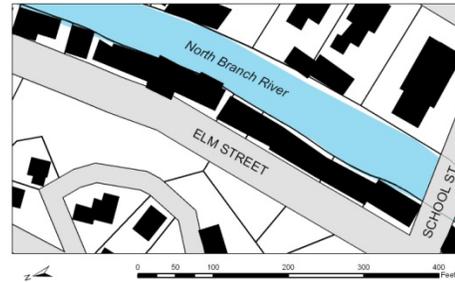
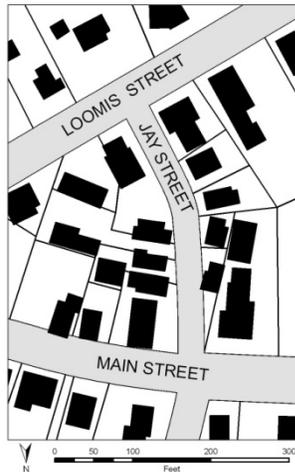
DOWNTOWN

Some characteristics that can be found in the Downtown:

- Small lot sizes
- 6-10 units per acre
- 2-3 stories
- Street trees
- On-street parking
- Porches

Elm Street:
~15'-25' setbacks

Loomis/Liberty Streets:
~8'-22' setbacks



MEADOW

Some characteristics that can be found in the Meadow:

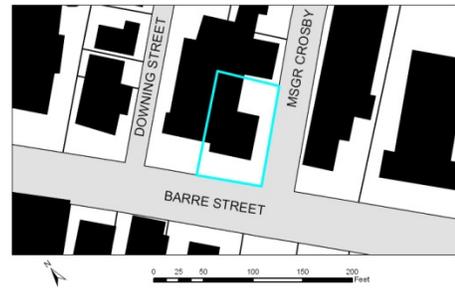
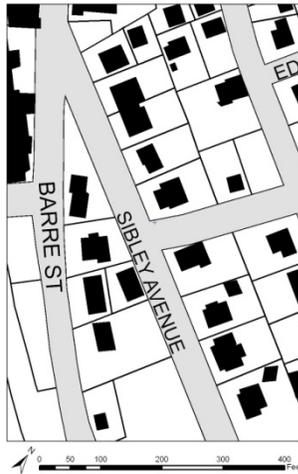
- Small lot sizes
- ~7 units per acre
- 2-3 stories
- Street trees on lawn
- Pitched roofs
- Porches



BARRE STREET

Some characteristics that can be found in the Barre Street neighborhood:

- Small lot sizes
- 2-3 stories
- ~0'-20' setbacks
- Porches



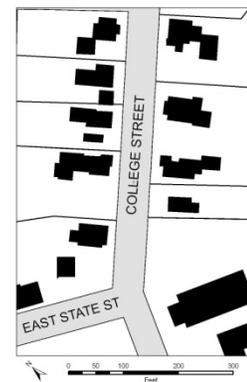
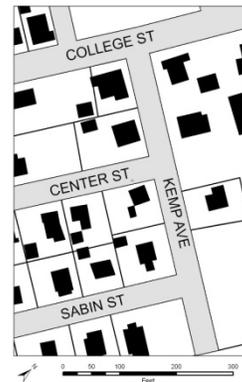
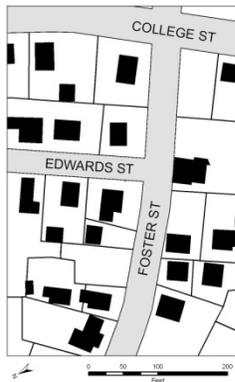
COLLEGE HILL

Some characteristics that can be found in the College Hill neighborhood:

- 1 ½-2 ½ stories
- Gable roofs
- Porches

College Street
~2-3 units per acre
~50'-120' setbacks

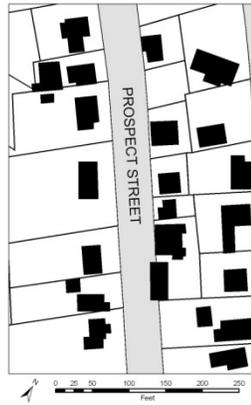
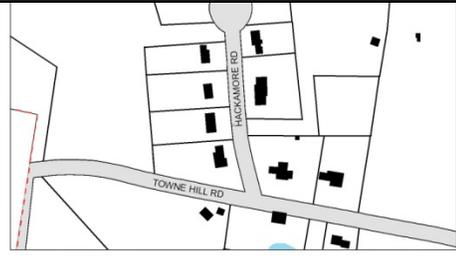
*Adjacent Streets
(Sibley, Foster, Sabin)*
~5-8 units per acre
~0'-30' setbacks



NORTHFIELD STREET

Some characteristics that can be found in the Northfield Street neighborhood:

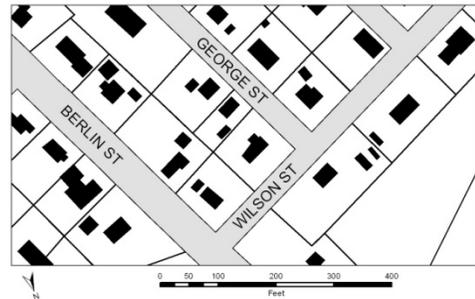
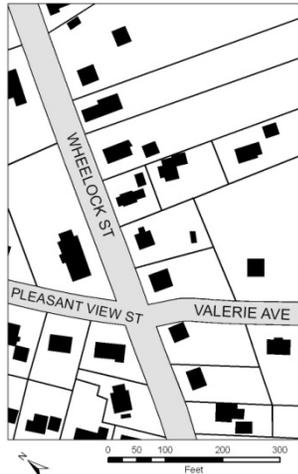
- ~0.8-4.5 units per acre
- 12'-30' setbacks
- 2-2 ½ stories
- Pitched/gable roofs
- Porches



BERLIN STREET

Some characteristics that can be found in the Berlin Street neighborhood:

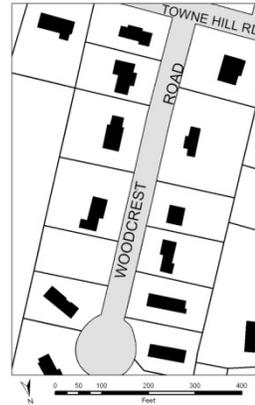
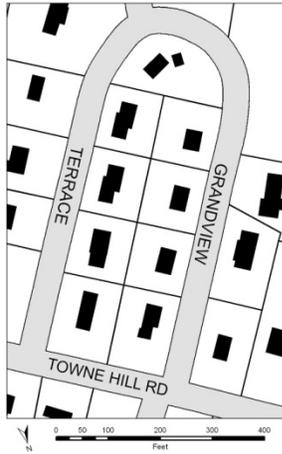
- 1-1 ½ stories
- ~3.5 units per acre
- 10'-40' setbacks
- Pitched roofs
- Porches



TOWNE HILL

Some characteristics that can be found in the Towne Hill neighborhood:

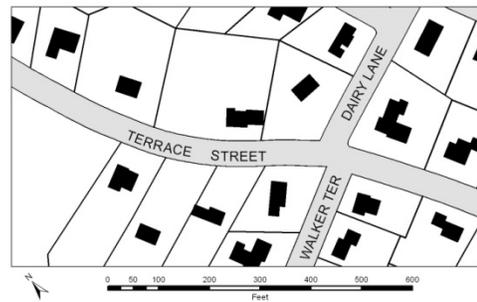
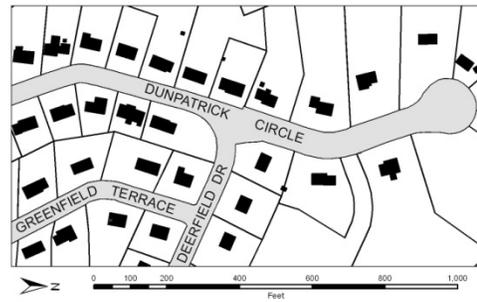
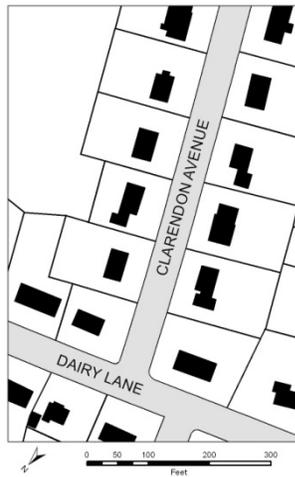
- 1 ½-2 ½ stories
- ~2.8 units per acre
- Pitched roofs
- Stoops



PARK WEST

Some characteristics that can be found in the Park West neighborhood:

- 1-2 stories
- 1.5-2.3 units per acre
- Pitched roofs
- Garages
- No sidewalks



Endnotes

¹ The North Branch of the Winooski River Corridor Plan was a collaborative effort between The Johnson Company, Friends of the Winooski, the Winooski Natural Resource Conservation District, Central Vermont Regional Planning Commission, and Vermont Rivers Management Program. The purpose of the River Corridor Plan is to identify potential restoration projects where a balance can be reached between human investments where development has occurred and the health and well-being of river systems.

² The Montpelier Conservation Fund is a dedicated reserve fund established for the purpose of conserving lands and waters within the City for agricultural, forest, wildlife, recreational or natural area use, under the control and direction of the City Council. The Fund is used when other funds and means are not available or sufficient for a given conservation project.

³ Smart growth invests time, attention, and resources in restoring community and vitality to urban centers and older suburbs. Smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities. For a more thorough description of smart growth principles, visit the Smart Growth Vermont website: <http://www.smartgrowthvermont.org/learn/smartgrowth/principles/>.

⁴ TIF, or Tax Increment Financing, is a public finance tool used for development and redevelopment projects. At the time a TIF district is created, the property values are determined and property taxes generated by that original value go to the taxing entities (municipality and state). The municipality incurs debt to build public infrastructure, the real property development and redevelopment occurs, and for a limited time, a percentage of the incremental municipal and state property taxes that are generated are used to pay the infrastructure debt. The rest continues to go to the taxing entities (municipality and state). After the twenty-year property tax retention period, 100% of the property taxes generated go to the taxing entities.

⁵ LEED, or Leadership in Energy and Environmental Design, is a rating system developed by the U.S. Green Building Council that provides a set of standards for environmentally sustainable construction. LEED aims to improve water efficiency, energy efficiency, and indoor environmental quality, and encourages the use of sustainable building materials and resources.

⁶ Agricultural Census. United State Department of Agriculture. 2002. <<http://www.ers.usda.gov/StateFacts/VT.htm>>

⁷ Becker, Ken et. Al. Agricultural Handbook for Vermont Counties. Center for Rural Studies. 2005. <crs.uvm.edu/agriculture/2005aghandbook.pdf>

⁸ Hoffer, Doug, and Kahler, Ellen. Vermont Job Gap Study, Phase 6: An Analysis of Vermont's Dependence on Imports (2000).

⁹ A Genuine Progress Indicator (GPI) is an alternative to the Gross Domestic Product (GDP) that reconciles various social and environmental factors to better measure the sustainability of an entity's activities. GPI calculations consider items such as the value of volunteer labor, the loss of leisure time, the cost of pollution, and the cost of crime.

¹⁰ Kawachi I, Kennedy BP, Wilkinson RG. Crime: social disorganization and relative deprivation. Department of Health and Social Behavior, Harvard School of Public Health, Boston, MA. (Social Science & Medicine, March, 1999)