



City of Burlington

Department of Public Works

Technical Services Engineering Division

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Memo

Date: September 8, 2017

To: Transportation, Energy, and Utilities Committee

From: Nicole Losch, PTP, Senior Planner
Rob Goulding, Public Information Manager
Chapin Spencer, Director

Subject: Public Engagement Plan and Engagement Process

Background

As the North Avenue Pilot Project concluded through a July 10, 2017 City Council resolution, the Department of Public Works (DPW) was directed to develop a written report regarding how public outreach processes used in Corridor Studies can be improved. Additionally, at their August 7, 2017 meeting, City Council referred a resolution to the Transportation, Energy and Utilities Committee (TEUC) to work with the Administration, identify further guidance that should be given to the DPW Commission regarding implementation of planBTV Walk Bike, and report back to City Council by September 25, 2017.

After an initial conversation with the TEUC at the August 7, 2017 meeting, the DPW was directed to draft a preliminary report that addresses both concerns: public engagement for Corridor Studies and the processes used to implement public engagement strategies.

Public Engagement Plan and Engagement Processes

Attached you will find a preliminary Public Engagement Plan, including an Appendix of Engagement Processes by project type. This Plan not only applies to Corridor Studies and projects that implement Master Plans, but all other types of DPW projects.

There are some unspoken assumptions about public engagement in this plan:

1. Our goal is to provide meaningful opportunities for every individual to engage if they are interested and able.
2. Best practices, public safety, regulatory requirements and the needs of the community inform every decision we make.

3. Public engagement will vary for each project due to the unique nature of each project, the neighborhood, the issue addressed, and the potential impacts, etc.
4. The number of people engaged in conceptual planning is often less than the number of people engaged in project planning and project outreach (when they may be directly impacted).
5. Conflicting opinions are sometimes unavoidable and discomfort with change is a natural part of planning and project development. People generally value what they have and may be anxious over something unfamiliar even if seeks to address a safety issue.
6. Streets can change. Projects can be public engagement opportunities in themselves, and project installation is not the final step for engagement or change.

Public Engagement for Corridor Studies

Public outreach for Corridor Studies has traditionally followed the Chittenden County Regional Planning Commission's (CCRPC) Public Participation Plan. This plan was updated in 2014 and emphasized new strategies to reach the growing and increasingly diverse residents of the County. The North Avenue Corridor Study began in March 2013 and was one of the first projects to benefit from these new tools.

New projects present opportunities to adjust public engagement strategies – building from successes and learning from challenges, but also tailoring the outreach goals to the project's unique circumstances. The North Avenue Corridor Study was a recommendation of the 2011 Transportation Plan and evaluated the corridor from a Complete Streets perspective to provide for safe, inviting, and convenient travel. Since the project was initiated by the DPW and not at the request of the community, Council, or administration, the planning team acknowledged the need for strong public outreach, varied strategies, and new opportunities to reach and engage the North End community.

New strategies included:

-) guidance to the Advisory Committee about their role, allowing them to be very active participants and encouraging more information-sharing outside of Committee meetings;
-) targeted outreach through focus groups to counter the difficulties that evening meetings pose for some residents and to reach underrepresented stakeholders;
-) an online feedback tool; and
-) supplemental events and visioning led by partner agencies.

For the Pilot Project, even more new strategies were tested, including:

-) a Task Force for the community to co-lead the process;
-) two comprehensive public opinion surveys; and
-) a presence at other community events. Over the course of the Corridor Study's 2-year process, the planning team attended 11 community meetings and augmented meetings with an online, map-based input tool. Immediately following the Corridor Study, the planning team then attended at least 48 community meetings and augmented public input with online/paper surveys over the 2-year process of Pilot Project development and installation.

Our most recent planning efforts will help improve future Corridor Studies:

KNOWN OUTREACH CHALLENGES	OPPORTUNITIES FOR FUTURE STUDIES
Corridor Study processes can be confusing and overwhelming for the community.	Change the Corridor Study scope to either:

	1) Simplify the scope of work for only high-level analysis and visioning; or 2) Broaden the scope of work to include full scoping of known issues.
Stakeholders and Committee members should have clear roles and boundaries at public meetings.	Keep public meetings open and inviting, allowing everyone an opportunity to speak and distributing materials provided by others during a dedicated place and time in the meeting.
Traditional evening meetings often exclude many residents.	Continue to use the CCRPC's and the City's Engagement Plans when a project is initiated. This should clearly articulate engagement challenges and identify strategies to limit those barriers.
Capacity may restrict outreach opportunities.	If identified as a need during project initiation, pursue funding, sufficient timelines, and/or people to lead additional outreach.
Outreach lead by others may target specific groups or specific messaging.	If using outside assistance for outreach, ensure proper training and buy-in from the full project team.
Outreach expectations of project-area Councilors may differ with those from project staff.	Decisions from periodic meetings between project staff and project-area Councilors should be captured in writing and agreed to by both parties.

Next Steps

The Public Engagement Plan will benefit from sufficient time to incorporate feedback from the September 13, 2017 TEUC meeting and a full review by other departments and everyone involved in public outreach within DPW. Staff is committed to bringing forward a well-developed plan that will guide the Department's work for years into the future. As a result, we would respectfully request an additional month to complete this work. We propose bringing a final draft to the TEUC's October meeting and having the TEUC subsequently report to the full City Council.

Please don't hesitate to contact any of us with questions or feedback over the coming weeks. Thank you.



We steward Burlington's infrastructure and environment by delivering efficient, effective and equitable public services

Public Engagement Plan

OVERVIEW

Burlington is a dynamic and diverse city with residents who deserve and expect well planned, well-built and properly maintained infrastructure. With a population of 42,000 that grows to over 100,000 during the day, the city has a wide range of residents, business owners, students, commuters and tourists who come to rely on DPW-provided services and infrastructure. From recycling and street maintenance to the implementation of long-term capital projects, our neighbors and visitors should have meaningful opportunities to be informed, to provide input and to make recommendations to DPW's planning process.

This plan uses the Community, Economic, and Development Office's civic engagement worksheet as a guide and directly references their 'Core Values of Civic Engagement', and provides a step toward helping DPW achieve its public engagement goals while continuing to build Burlington. This plan will evolve as public engagement tools expand and as DPW and the community refine the public engagement process.

CORE VALUES OF CIVIC ENGAGEMENT

- **Respect:** Approach decisions openly, regardless of differences; clearly articulate participation ground rules.
- **Inclusiveness and equity:** Involve people most impacted; respect culture and language differences.
- **Easy participation:** Create milestones; lots of ways to participate via electronics and in person.
- **Meaningful engagement:** Open and unbiased process; deliberate and feasible options.
- **Mutual accountability:** Honest, respectful, informed discussion; meaningful assessment to measure growth.
- **Transparency:** Act with integrity in open process; access to clear, reliable information.

- **Evaluation:** Regularly assess the use of civic engagement; “lessons learned” are applied to future initiatives.

GOALS

- To provide inclusive, equitable and meaningful opportunities for the public to provide input, to give recommendations and to offer feedback on upcoming, ongoing or completed projects.
- To regularly and reliably provide information to the public about projects that will have an effect on daily life and to do so in a timely and predictable manner.

STRATEGIC INITIATIVES

- **Decision-Making and the role of public input:** Refine internal processes to evaluate capital projects, maintenance work and emergent issues with regard to how, when, where and with whom the public engagement process occurs in a way that meets resident/stakeholder needs while balancing resource constraints. Transition to a degree of standardization so that predictable engagement occurs for similar-type projects.
- **Online Presence:**
 - Build out DPW social media platforms to be a trusted and reliable source of timely information.
 - Construction portal to provide information on all public and private construction projects in the right-of-way to better inform the public and minimize disruptions, with continued refinements to ease of use and aesthetics.
- **Quick Build Program**
 - Expand public engagement tools to include interim projects as engagement and educational opportunities.
 - Build outreach materials and community understanding of the quick-build program, the value of interim improvements, and the value of real-time public engagement.

TOOLS

- Website, DPW’s and/or City’s homepage
- Social Media (Facebook, Twitter)
- Online calendars (DPW’s or Government Meeting calendars)
- DPW Customer Service
- See-Click Fix
- Informational Signs and Brochures
- Door-hangers, Flyers, Letters
- Email notices and Newsletters (Front Porch Forum, CEDO’s Buzz)
- Information/Press Releases
- Construction Portal

- Traffic-Alerts
- Public Meetings / Pop-up Meetings
- Demonstration Projects / Quick-Build Projects
- BTV Stat, Annual Reports
- Other Stakeholder Distribution (CEDO Business outreach, Advocate listservs, BBA)
- Online input tools (map-based, blogs)

STAKEHOLDERS

- Residents: Owners, Tenants, Landlords
- Neighborhood Planning Assemblies
- Council Members
- Public Works Commission
- Businesses: Associations, Owners
- Media
- Colleges: Administration, Students
- City Departments
- Adjacent Communities
- Advocates
- Institutions (e.g. UVMMC)

IMPACTS, EQUITY AND ENGAGEMENT

Upon identifying a project or encountering a project hurdle, DPW staff (project manager, management, public information manager, etc) will consider impacts and equity before deciding on and implementing a public outreach plan. The following assessment will be conducted to decide on the appropriate level of engagement and the additional tools needing to be considered beyond the minimum standards:

1. Who is positively impacted from the project?
2. Who may be negatively impacted and for how long?
3. What are the main concerns, issues and interests of the community?
4. Will any individuals, institutions or groups be disproportionately impacted?
5. Was the project recommended in earlier planning studies which included public engagement? Is additional public input needed or required?
6. Are there any linguistic or cultural barriers to engaging with impacted residents?

SPECTRUM OF ENGAGEMENT

Engagement is not a single process or set of activities, but is both a process and an outcome related to the public's ability to influence the decisions. The engagement process falls on a spectrum, ranging from no decision making ability (Inform) to having power over the final decision (Empower). Where a project falls on the Spectrum of Engagement indicates the highest level of public participation. For projects on the higher end of the Spectrum of Engagement, the tools and strategies at lower levels may also be

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utilized as the project progresses through its various phases. See Appendix for a list of specific project types and the minimum level of engagement the public can expect from DPW.

For this plan, the public should be considered stakeholders who are involved in making decisions or informing decisions which will be made by elected and appointed officials.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<i>Engagement strategies may be needed at many levels, depending on the project or its phase.</i>	Provide the public balanced and objective information.	Obtain public feedback (usually indirectly) on analysis, concepts/alternatives, or decisions.	Work directly with the public to understand concerns and aspirations as they are considered for the project.	Co-lead the project in partnership with the public on each aspect of the decision.	Place the final decision in the hands of the public.
Project Types	Minor Maintenance New Crosswalks Adopting Standards	Quick-Build Major Maintenance Road / Sidewalk Reconstruction	Traffic Requests Street Redevelopment New sidewalks	Scoping / Feasibility Studies Corridor Studies	Traffic Calming Special District Projects
Role of the DPW	Share information. Ensure public safety, access, and utility of basic public services that do not have regulatory impacts or change the line/grade of a road.	Indirectly engage the public. Improve public safety, implement projects that have no regulatory impact or impact on traffic distribution.	Directly engage the public. Implement public safety and/or access improvements through regulatory changes or through full reconstruction of a roadway or intersection.	Collaborate to identify a preferred alternative. Facilitate a conversation about transportation improvements.	Ask questions and provide information for informed decision making. Distribute impartial information, usually after engaging the public across the earlier spectrums of engagement
Role of the Public	Receive information	Provide feedback	Share ideas, concerns, and visions	Co-lead Committee or Task Force with	Decision maker

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				the DPW	
Tools and Strategies	Website Online calendar Brochures Posters Flyers Displays Press Releases Social Media Email Listserve Newsletters Direct Mailings Door Hangers	Surveys Reports Legal ads Visualization Techniques	Advisory Committees Focus Groups Project Meetings Open Houses Public Forum Times	Coalitions and Partnerships	Ballots (e.g. TIF) Mailed polls

MEASUREMENT & EVALUATION

- Increase in visitors to the Construction Portal
- Increase in visitors to website and social media
- Decrease in amount of new and total active DPW Customer Service inquiries
- Positive tone in media coverage with regard to the quality of the work DPW does and the analysis of its public engagement efforts
- Feedback from the City Council during the next year on overall engagement efforts
- Responsiveness to questions/issues raised through social media or See-Click Fix (SCF)
 - Service Level Agreements depending on work-order

APPENDIX:

DPW undertakes a variety of projects and performs a variety of services in Burlington. Public interest will vary based on the nature of the project and the timing, length and location of it and the engagement strategy should be tailored to meet these needs.

With a degree of standardization and predictability to projects of similar type, this process should be easier to implement and, most importantly, provide better opportunities for the public to become aware of and participate in project planning.

This plan highlights the minimum engagement strategies needing to be considered, but unique circumstances may require different approaches. DPW has and will continue to evaluate the level of impacts of all projects to determine the proper engagement strategy.

INFORM Project Types

Minor Maintenance

- Construction Portal
- Door Hangers to residents if work lasts more than 24 hours or impacts water service; one week ahead of time with anticipated start date and timing
- Website

New Crosswalks

- Social Media
- Website

Adopting Standards

- Website

CONSULT Project Types

Quick Build

- Social Media educational post (detailing what Quick Build is, its potential, its limitations) two weeks ahead of time
- Flyers delivered and/or mailed to residents two weeks before installation
- Project plans on Quick Build website
- Councilor notification 2 weeks before

Major Maintenance / Road Reconstruction

- Fliers for businesses - 2 weeks ahead of time
- Door hangers for residents - 2 weeks ahead of time
- Letters to Residents - 2 weeks ahead of time

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- Website
 - Social Media
 - Councilor Notification

INVOLVE Project Types

Traffic Requests (SOP on file)

- Printed flyers to residents at least one block from project location
- Notify and share materials with requester five days in advance of community meeting, or as soon as is practical prior to the meeting
- Notify any interested party who provided email five days prior to meeting, or as soon as is practical prior to the meeting

New Sidewalks

- Letters to Residents and Owners two weeks ahead of time
- Website and Construction Portal
- Social Media
- Fliers for businesses - two weeks ahead of time
- Door hangers for residents - two weeks ahead of time
- Councilor Notification

Street Redevelopment

- Project meetings
- Mailings
- Door hangers
- Social media
- Website
- Project website

COLLABORATE Project Types

Scoping Studies, Feasibility Studies, Corridor Studies

- Project Website
 - Project Advisory Committee
 - Public notification of meetings
 - Councilor Notification
-

EMPOWER Project Types

Traffic Calming

- Mail negative poll to neighborhood residents and businesses directly impacted by traffic calming (a negative poll asks people to respond if they do not want the project to advance as proposed).
- Councilor Notification

Special District Project

- Ballot item
- Councilor Notification

Guidance for Written Materials

Flyers, letters, and mailers: include a link to the project website / DPW website and the project manager's contact information



CITY OF BURLINGTON, VERMONT
CITY COUNCIL TRANSPORTATION, ENERGY & UTILITIES COMMITTEE

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Councilor Richard Dean, *East District*
Councilor Ali Dieng, *WARD 7*

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Transportation, Energy and Utilities Committee of the City Council
Wednesday, September 13th, 2017 at 5:30 PM

Department of Public Works – Street Assignment Conference Room
645 Pine Street – Burlington, VT

–AGENDA–

1. **Agenda**
 - a. DISCUSSION
 - b. ACTION
2. **Public Forum**
3. **Minutes of 08/09/2017**
 - a. DISCUSSION
 - b. ACTION
4. **Public Engagement Plan for DPW Projects – 30 minutes**
 - a. Nicole Losch, Rob Goulding and Chapin Spencer presenting
 - b. 30-minute duration
 - c. Action: Guidance and recommendations
5. **Asset Management Program – 20 minutes**
 - a. Martha Keenan, Chapin Spencer, and Megan Moir presenting
 - b. 20-minute duration
 - c. Action: Draft Resolution.
6. **Councilors' Update**
7. **Adjourn**



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Transportation, Energy and Utilities Committee of the City Council
Wednesday, September 13th, 2017 at 5:30 PM

Department of Public Works – Street Assignment Conference Room
645 Pine Street – Burlington, VT

Members Present: Councilor Max Tracy, TEUC Chairperson Councilor Richard Deane, TEUC Member
Councilor Ali Dieng, TEUC Member

Other Councilors Present: Kurt Wright, Jane Knodell

City Staff Present: Chapin Spencer, DPW Nicole Losch, DPW Phillip Peterson, DPW Robert Goulding, DPW Kirsten Shapiro, CEDO Meagan Tuttle, Planning and Zoning

Residents Present: See Attendance Sheet

1. Agenda

- a. Councilor Tracy called the meeting to order at 5:53 pm

2. Public Forum

- a. Laurie Smith (local resident), positive response to The Wiggle and Plan Bike Walk BTV, see attached.

3. Minutes of 08/09/2017

- a. Councilor Tracy moved for a motion on the minutes, Councilor Deane moved to approve the minutes and Councilor Dieng seconded. All in favor.

4. Public Engagement Plan for DPW Projects – 60 minutes

- a. Nicole Losch, Rob Goulding and Chapin Spencer presented, see attached
- b. 60-minute duration
- c. General discussion,
 - i. Councilor Deane recommends staff add more specifics.

- ii. Councilor Dieng recommends staff keep good data on how well different methods of communication work. Chapin: DPW staff welcomes any guidance from the public on what the best communication methods are.
- iii. Councilor Wright: How will local residents be viewed versus the entire city population? Will local residents be given any preference? Will the city council be informed of all projects? Rob: City Council will be notified under CONSULT project types.
- iv. Councilor Wright: How will you ensure safe and efficient flow of traffic? Chapin: The plan is focused on public engagement.
- v. Councilor Knodell: The Wiggle is a traffic request at this point? Nicole: The Wiggle hits a variety of project types.
- vi. Councilor Tracey: DPW should have a specific set of guidelines for the public engagement plan. DPW needs clear accountability. Chapin: some prescribed processes already have Standard Operating Procedures (SOP's). It may get complicated to give a ton of detail. We do not want to make a plan too complicated. Nicole: we need to recognize the challenges of being too prescriptive.
- vii. Councilor Wright: DPW should be vigilant in making sure project data collected for any project is objective.
- viii. Laurie Smith (local resident): The public engagement plan is excellent. Add resident and property owners, they are two different things. Chapin has handled things very well; the City of Burlington is in good hands.
- d. Action: DPW use recommendations, Chapin: Staff would like at least a month to finalize the plan. The TEUC will meet 10/17/17 at 6:30 pm in the DPW Front Conference Room.

5. Asset Management Program Draft Resolution – 20 minutes

- a. Chapin Spencer presenting, see attached.
- b. 20-minute duration
- c. General discussion,
 - i. Councilor Deane what resources do you need and why? Chapin: Maintenance is a major factor behind this plan.
 - ii. Councilor Dieng: What do you do with old resources? Chapin: We recycle and resell as much as we can. The city's water main in some places is as old as 75 years. Preventative maintenance is very important. An asset management program would be setting up a computer management system. Focus on preventative maintenance.
- d. Action: Chapin Spencer will follow up with other city departments and see if they are willing to participate.

6. Councilors' Update

- a. Councilor Deane: The work being done by the City looks great, especially the new waterfront project.
 - b. Councilor Dieng: Some residents need help with sewer breaks, CEDO used to do the work.
Chapin: We are meeting with a company which provides insurance for these issues.
7. **Adjourn (7:22 pm)**
- a. Councilor Tracy motioned to adjourn and Councilor Deane seconded. Meeting was adjourned at 7:22 PM.

Transportation, Energy and Utilities Committee of the City Council

Wednesday, September 13, 2017 5:30 PM

Burlington Department of Public Works – Streets Assignments Conference Room 645 Pine Street – Burlington, VT

SIGN-IN SHEET

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Draft City Council Resolution Supporting Asset Management Program & Implementation

Sponsored by the CC Transportation Energy & Utilities Committee

Version: 9-12-17; Drafted by DPW

WHEREAS the City of Burlington manages more than \$500 million in property, infrastructure, facilities, vehicles and equipment assets according to the City's Preliminary Strategic Asset Management Plan completed in 2016; and

WHEREAS these assets are critical to the vitality and sustainability of our community; and

WHEREAS the American Public Works Association defines asset management as "a comprehensive and structured approach to the long-term management of assets as tools for the efficient and effective delivery of community benefits"; and

WHEREAS the City has long struggled to adequately maintain its capital assets; and

WHEREAS inadequate preventative maintenance activities lead to premature asset failure, reactive repair work, service disruptions, increased long-term costs, and frustrated constituents; and

WHEREAS City staff and policy makers seek to implement a robust asset management program that will protect the capital investments that the City is currently making through its 10 Year Capital Plan; and

WHEREAS such a program will increase the overall resiliency of our infrastructure, improve customer satisfaction, and reduce long-term capital costs; and

WHEREAS BTV Stat has laid an important foundation for a data-driven management approach that can further benefit from a data-driven asset management program; and

WHEREAS a 2016 Preliminary Strategic Asset Management Plan for the City of Burlington found that "Burlington is well-positioned to implement asset management [and] there is strong executive level support"; and

WHEREAS a goal of the Phase II asset management implementation effort will be to procure a cross-departmental computerized maintenance management system (CMMS) that can manage work orders, customer inquiries, asset inventories, and preventative maintenance schedules for assets across the City; and

WHEREAS various General Fund, Special Revenue Fund, and Enterprise Fund budgets have included monies to continue asset management program development in FY'18; and

WHEREAS asset management is a long-term commitment that requires ongoing human, programmatic and capital resources to succeed; and

WHEREAS the Transportation, Energy & Utilities Committee of the City Council unanimously approved forwarding this resolution to the full City Council at its September 13, 2017 meeting;

NOW THEREFORE BE IT RESOLVED, the City Council strongly supports the development of an asset management program within City government to achieve more resilient and cost-effective municipal infrastructure; and

BE IT FURTHER RESOLVED, the City Council supports the Phase II asset management planning and implementation scope of work presented as part of this agenda item; and

BE IT FURTHER RESOLVED, the City Council directs the Transportation, Energy & Utilities Committee to lead the Council's engagement in this effort moving forward, including recommendations for future resourcing; and

BE IT FURTHER RESOLVED, the City Council requests an annual update from the Transportation, Energy & Utilities Committee and City staff on the City's Asset Management Program implementation.

Sept 13 2017

TEUC Meeting Comments

I would like to start by acknowledging and thanking the DPW, and Chapin Spencer in particular, for their willingness to listen and consider alternatives during the implementation of the ONE Wiggle. This level of cooperation is greatly appreciated and will prove invaluable as the city moves forward with Implementation of Plan Walk Bike BTV.

The implementation phase of the ONE Wiggle has demonstrated that the Walk Bike BTV Plan needs a proactive effort to develop creative solutions in advance of further implementation to avoid unnecessary community resistance.

To help avoid problems and create an atmosphere of collaboration within the community as the Walk Bike Plan is implemented, I would like to advocate for the creation of an interdepartmental team to focus on developing and implementing strategies for solving parking issues in Burlington's. This team will be comprised of **representatives** from the city's departments and the various **stakeholders** groups within the city (UVM, Champlain College, Property Owners, Business Owners, Landlords, Tenants, etc.). The mission for this group will be to research, brainstorm, and propose strategies for mitigating increased parking pressures in the short term, and for reducing the need for parking within the city in the long term, as Burlington transforms towards a more pedestrian, biking, and environmentally friendly community.

While there are limited **opportunities** to create new parking on our city streets there are many possible options for reducing parking pressures. Rolling out some of these parking strategies in conjunction with the Walk Bike Plan will help prevent heightened tension for the already stressed local residents while creating low stress biking opportunities.

I have a handout with some preliminary solution concepts for this team to consider, and I would like to volunteer my time to assist in this process in any way.

I am sure that a collective effort by the city, residents, and property owners can develop solutions that work as we transition away from a car-centric community. Please make this problem solving a requirement for moving forward with implementation of Walk Bike BTV.

Some preliminary concepts for consideration:

- Prevent long term on street parking in areas with critical parking needs. This could be done by identifying and utilizing underused parking within the city (on street, and in lots like Perkins Pier, North Beach, shopping center lots, etc.) and implementing a program to help individuals who use their vehicles occasionally to utilize those spaces, while implementing a 24 hour parking limit, except for weekends, in the high need areas.
- Identifying high density and low density residential areas and creating resident parking zones that balance the parking loads within the neighborhoods.
- Engage UVM and Champlain College in developing strategies to reduce the parking pressures caused by Student vehicles.
- Create satellite parking areas around the city and develop some transportation option to encourage residents to satellite park.
- Paint parking spaces on N. Union (and other streets where parking is in high demand). We have frequently seen poor parking where one car is in two spaces. This could result in additional parking spaces in the immediate term.
- Investigate strategies used by other municipalities to reduce parking pressure.
- The local responses to Walk Bike BTV have not been in opposition to the establishment of better biking networks, but rather to the hardships that are created in the process and the lack of sensitivity towards those hardships, as well as a lack transparency in the implementation process. Additionally, the lack of community involvement in the specific areas of implementation has led to unnecessary anxiety in the community and has hampered the opportunity for problem solving specific concerns. This will continue to be the case unless a concerted effort is made to develop solutions that can address the very real issue of parking pressures within the city.