



MEMORANDUM

To: Chittenden County Municipal Officials
CCRPC Board Representatives and Alternates
ECOS Partners

From: Charlie Baker, Executive Director
Michele Boomhower, Assistant/MPO Director

Date: November 15, 2012

Re: Chittenden County ECOS Regional Plan – Municipal Outreach

Over the next several weeks we will be visiting with all Municipal Boards and Councils in Chittenden County to discuss the Chittenden County Regional Plan update – known as the ECOS Plan. In 2010 our region was awarded a Housing and Urban Development Sustainable Communities Grant to undertake a comprehensive planning and implementation process to improve community assets in Chittenden County. This process has been termed the ECOS – which stands for Environment, Community, Opportunity and Sustainability. Your municipality, along with a host of other governmental, non-profit, and private sector partners have been participating in the ECOS planning effort over the past 18 months. We are nearing completion of the formal ECOS engagement process and the product of this process is a discussion draft of the Chittenden County Regional Plan.

Historically the Chittenden County Regional Plan has included the Chittenden County Metropolitan Transportation Plan (MTP) as an Appendix document. During the ECOS process the MTP has been fully integrated into the Regional Plan. Another evolution in planning in Chittenden County has been the integration of the Chittenden County Comprehensive Economic Development Strategy (CEDS) document – historically developed by the Greater Burlington Industrial Corporation as a requirement to access U.S. Economic Development Administration funding. Now the three core planning documents – essential to meeting state and federal planning requirements for accessing resources – will be housed in one document – the Chittenden County ECOS (Regional) Plan.

Attached you will find a seven page summary of the core Strategies and Actions which have emerged from the planning process, along with a map of the Future Land Use Planning Areas – derived from current municipal zoning, a list of transportation projects and a list of community development projects. The process to arrive at the draft Strategies and Actions and project lists is a culmination of research and data development, indicator and prioritization criteria development, extensive multi-sector committee engagement, and public outreach. These processes are documented at the ECOS website at www.ecosproject.com. The discussion draft of Regional Plan is now available for comment at the ECOS website. We are also happy to provide paper copies as needed. The public comment period will run through December 31st. Staff will then work with ECOS and CCRPC Board Committees to distill final feedback into a Public Hearing draft of the Regional Plan which should be ready for release by mid-March.

We welcome any feedback you may have regarding the process or the plan. We thank you and members of your staff and community for their participation in this transformational process. The effort has been co-chaired by Sandy Miller of the City of South Burlington and Penrose Jackson of Fletcher Allen Health Care. Leading resource partners have included the Municipalities, Lake Champlain Chamber of Commerce, Greater Burlington Industrial Corporation, the United Way of Chittenden County, Fletcher Allen Health Care, the University of Vermont.

For additional information please contact Charlie Baker at 846-4490 x23 (cbaker@ccrpcvt.org) or Michele Boomhower 846-4490 x15 (mboomhower@ccrpcvt.org).



Municipal Outreach Meetings – Fall/Winter 2012/2013

Discussion of Draft Strategies & Actions

Vision

A healthy, inclusive and prosperous community.

Mission

We will have a collaborative planning process with citizens, public and private organizations to develop a consensus regarding priority actions to achieve the goals below. The intent of this effort is to strengthen and enhance coordination, accountability and implementation of the plans of participating organizations such as state and local governments, planning organizations and other partner organizations - including business, environmental, education, and human services.

Broad Goals

1. Natural Systems – Design and maintain a strategically planned and managed green infrastructure network composed of natural lands, working landscapes, and open spaces that conserve ecosystem values and functions, and provide associated benefits to our community.
2. Social Community – Promote the skills, resources, and assurances needed for all community members to participate in the workforce and in their family, civic and cultural lives, within and among their neighborhoods, and in the larger community.
3. Economic Infrastructure – Build the region’s capacity for shared and sustainable improvements in the economic well being of the community through support of both local and globally competitive initiatives.
4. Built Environment - Make public and private investments in the built environment to minimize environmental impact, maximize financial efficiency, optimize social equity and benefits, and improve public health.

High Priority Strategies, Actions & Partners

Given the projected growth in our region and the challenges we already know we face, there are no easy answers. The challenges are multi-faceted and often inter-related. For this reason, we are breaking from discussing issues by topic and focusing on comprehensive, cross-cutting solutions in order to achieve a healthy, inclusive and prosperous community.

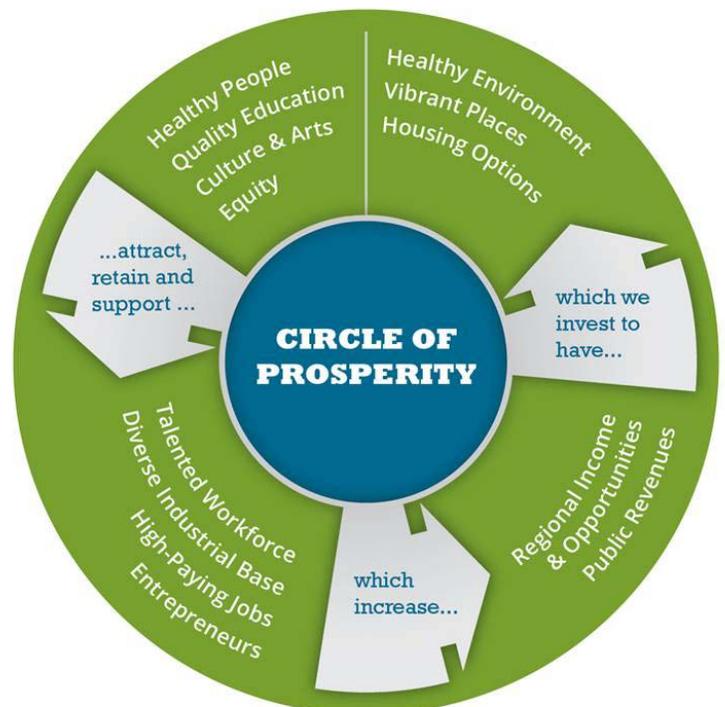
Collective impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific problem. These sectors include the public (state, municipal and regional), business, and non-profit. If we do this well, we can achieve improved outcomes without the need for additional public expenditures. The ECOS Project will be implemented through this collective impact approach and is structured in the following way:

We need to work together to achieve collective impact

1. **Strategies** - Eight (8) broad, high priority, cross-cutting, strategic implementation measures. This list is not meant to be exhaustive or to undermine any steps currently underway to effect positive change, but to focus our 5 year implementation efforts.
2. **Actions** - Under each strategy is a list of general actions identifying the method in which the strategy will be achieved. The actions address the concerns of the community (see end of Chapter 2). Many of these are not new ideas however, they may need additional commitment or additional partners to achieve the desired outcomes.
3. **Projects** - The ECOS Project List in *Appendix X* (under development) includes specific projects proposed for implementation, that tie directly to the general actions. The ECOS Project List includes details regarding the Lead Partner, other partners, expected start date, and estimated costs, and funding sources.

Together, this three tiered implementation approach serves as a strategic plan for CCRPC, GBIC, and ECOS partners for the next 5 years. CCRPC will adopt the actions and projects to which they are a party into their annual Unified Planning Work Program and report progress each year. It is important to note that when implementing actions at the municipal level we must acknowledge the uniqueness of each community and resist a blanket application.

While this implementation approach is collective in that many partners are



needed to participate, it is also collective in that no one piece will bring success without the others. For example, it will be difficult to achieve greater mobility, accessibility, affordability and health without concentrating development in our areas planned for growth. These relationships are described in this circle of prosperity.

3.2.1 Improve and strengthen the economic systems of our region to increase opportunities for Vermont employers and employees.

Economic development is about building a community's capacity for shared and sustainable improvements in the economic well-being of residents. Providing access to good jobs that can support an adequate standard of living for all residents of a region or community; continuous and sustainable improvements in the internal functioning of the economy, where its structural underpinnings are made stronger without sacrificing long-term quality of life; and providing the means and the continuous processes to strengthen the foundation of our communities.

Actions

1. Retain, develop, and attract high wage, value adding employers – The primary goal of any economic development strategy is retaining and growing the already existing high wage jobs within the economy. Providing support and connecting available resources is critical to ensuring that this economic base remains vital and is able to grow. The high wage sectors in which Chittenden County enjoys a competitive advantage are healthcare and social assistance; manufacturing; and professional, scientific and technical services.
 - a. Build relationships with these employers
 - b. Facilitate access to state resources, incentives, and programs such as the Vermont Employment Growth Incentive, Vermont Training Program, MORE...
 - c. Market the quality of life – Chamber action

2. Identify and Permit Industrial/Manufacturing Site Locations – With only a few years supply of existing buildings or permitted sites left for high wage industrial or manufacturing businesses in the region, additional sites need to be identified and carefully planned to ensure a smooth permitting process to be ready for employers' needs for expansion or relocation in Chittenden County. The most likely employment sectors with this need are high wage, technology-based and other types of manufacturing. The best opportunities for these sites are on undeveloped land retained by current major employers. We must examine these undeveloped properties for environmentally responsible infill development opportunities considering water, waste water and transportation infrastructure; take sites through permitting. Work with ACCD to have business/industrial parks recognized as designated growth areas. Efforts should be made to educate businesses and developers on development practices that achieve a higher level of density, use less land, and provide for all modes of transportation.

3. Workforce Education and Skills Development – Promote public/private partnerships for education that connect the skills development infrastructure of our institutions of higher education, vocational programs, and technical schools with the direct needs of the Vermont workforce. If education takes place with connections to our economic needs, students and retrained workers will have their skill sets match with the employment market.
4. Innovation and Entrepreneurial Development – Coordinate and promote the providers, programs, and services already available in the State to create an economic ecosystem of resources that is easily navigable at all stages of the innovation and entrepreneurial continuum. This must aggregate and address services such as finding capital, mentorship, prototyping, commercialization, etc.
 - a. Create or Improve a portal for small business start-ups and support services
 - b. Encourage home-based small businesses in villages as allowed by municipal zoning.
5. Promote and Develop the Creative Economy and the Arts – Arts and the creative economy is what drives a large and diverse amount of economic activity in our region (examples being in food, design, technology, media, craftsmanship/fabrication, arts, emergent media, music, dance, festivals, education, and recreation). This portion of the economy is fundamentally unique in that it is a significant contributor to the quality of life in our region, while also providing high value jobs.
6. Working Lands - Support value-added foods, farms and forest products through the work of Farm to Plate by VSJF and Working Lands Enterprise Board. See Strategy 4 for more details.
7. Tourism – continue good efforts in tourism including VT Convention Bureau, Lake Champlain Chamber and Lake Champlain Byways
8. Support related Strategy Actions:
 - a. Public school education and work force training for careers demanding STEM
 - b. Increase the affordability of housing.
 - c. Make transportation and other investments in areas planned for growth

3.2.2 Strive for 80% of new development in areas planned for growth, which amounts to 15% of our land area.

The areas planned for growth are defined as the Center, Metro, Suburban, Village, and Enterprise Planning Areas (all but Rural) as displayed on the Future Land Use Map. CCRPC is committed to annually monitoring the quantity and location of development to measure our progress on concentrating 80% of new growth in these Planning Areas at a regional scale (not each municipality). CCRPC will monitor this through annual updates of its housing, employment, and commercial/industrial square footage databases and also by

the State of Vermont's e911 locational database. The databases identify when a structure was built, number of dwelling units, employees, and square footage at a specific location. The major source of information for updating these databases will be gathered from CCRPC's member municipalities.

Increasing investment in denser, mixed use growth areas will improve economic opportunities, housing options, transportation options and improve community health. Focusing growth in the appropriate planning areas is also a cost effective approach to increasing the supply of affordable housing, reducing energy consumption and using existing infrastructure efficiently.

Actions

1. Invest in Areas Planned for Growth -
 - a. Establish wastewater and water infrastructure in areas currently developed and/or planned for growth.
 - b. Target reuse, rehabilitation, redevelopment, infill, and brownfield investments to the non-rural Planning Areas.
 - c. Retrofit existing buildings to reduce energy use and greenhouse gas emissions.
 - d. Improve design quality of high density areas.
2. Municipal Planning and Zoning - Strengthen and direct development toward areas planned for growth through infill development and adaptive reuse of existing buildings through municipal plan and bylaw revisions and state designation programs.
 - a. Bylaws should be revised to improve the mix of uses, shared parking, support for transit, healthy options (for example walkability), energy efficiency, renewable energy and the affordability of housing. A particular emphasis is needed on providing for affordable rental housing.
 - b. Integrate capital planning and budgeting in planning efforts to provide the right mix of infrastructure over time. Official maps can also be a useful tool to drive infrastructure improvements in the areas planned for growth.
 - c. Health Impact Assessments (HIA) provide a tool to use at the regional, municipal, agency, and organizational level to assure that planning decisions maintain or improve the public health. Access can be improved by co-locating public facilities, in particular, medical and mental health facilities in areas with easy access via active transportation and public transit. Town health officers should be encouraged to participate in community planning efforts.
3. Affordable Housing –
 - a. Implement incentives that encourage more housing construction including affordable and supportive housing. This could include increasing density in areas planned for growth, revising infrastructure requirements with a goal of reducing costs for developers, and possibly advocating for more Tax Increment Financing (TIF) districts to help fund infrastructure improvements.

- b. Local ordinances impacting the maintenance of existing buildings should be reviewed and amended (if necessary) to ensure they're encouraging maintenance and retrofits of existing housing stock without adding undue cost. Increase pathways to home ownership.
- c. Engagement and education efforts should be undertaken with municipal officials and staff, the public, and developers to promote better development practices that achieve a higher level of density without compromising our community character – creating types of development that is appealing to residents.

4. Energy

- a. Reduce Energy Consumption - Education and outreach to key sectors regarding weatherization, life cycle fuel costs, and behavioral adjustments will be essential elements for reducing energy use and costs over time.
- b. Encourage individual homes and businesses to include electric and thermal energy efficiency in building and/or retrofitting. Weatherization should be promoted as a first step to reduce overall energy consumption before investing in renewable energy systems.
- c. Provide alternatives to fossil fuels for heating.
- d. Reduce fossil fuel consumption in the transportation sector.
- e. Increase Renewable Energy Generation, to support the State's goal of 90% renewable energy by 2050.
 - i. Determine appropriate sites for community-level renewable energy generation.
 - ii. Encourage individual homes and businesses to include renewable energy options in building and/or retrofitting.

5. State/Local Permitting Coordination & Improvement –

- a. Support changes to the local and state permitting process to make the two more coordinated and streamlined. Participate in the Agency of Commerce and Community Development's (ACCD) process to improve the State's designation programs designed to encourage development in appropriately planned places and discourage development outside of those areas. This program could be improved with regulatory and/or fiscal incentives. These could include expedited permitting processes for projects in areas that are a) designated for growth and b) where a community has a robust plan, regulations and staff capacity; and reduction of redundancies such as delegation of permitting for certain local and state reviews (such as exemption from Act 250). In conjunction with delegation it may be appropriate to develop more stringent standards and thresholds for development review in rural areas.
- b. Collaborate with stakeholders to ensure local and state regulations, bylaws and plans encourage transparency, predictability and timely review of sustainable and environmentally sound development applications.

6. Metropolitan Transportation Plan Investments –

- a. Adequately fund the maintenance and preservation of our existing transportation assets including roads, bridges, rail, transit, walking/biking

facilities, and transportation demand management (TDM) programs and facilities.

- b. New transportation system investment should focus on the highest priority transportation projects as detailed in the Metropolitan Transportation Plan (MTP) Project List. Specific focal areas for targeted implementation impact include:
 - i. Expand Intelligent Transportation Systems (ITS) for the roadway network, and traffic and transit operations, to improve safety and reduce congestion;
 - ii. Expand the Go! Chittenden County Transportation Demand Management (TDM) program (including park and ride facility development) to reduce single occupancy vehicle (SOV)trips
 - iii. Increase investment in CCTA transit services to increase user accessibility
 - iv. Expand walking and biking infrastructure to support active transportation and to provide interconnection with the region's transit system
 - v. Develop a regional network of electric vehicle charging stations to accommodate the growth in low emissions, low energy costs electric vehicles.

3.2.3 Improve the safety, water quality, and habitat of our rivers, streams, wetlands and lakes in each watershed.

1. River Hazard Protection – Develop and implement adaptation strategies to reduce flooding and fluvial erosion hazards.
 - a. Identify problem locations - Conduct on the ground inventories and map flow and sediment attenuation locations and problematic infrastructure (undersized culverts, eroding roadways, "vulnerable infrastructure" - infrastructure subject to repeat damage and replacement, etc.).
 - b. Revise bridge/culvert designs - Revise public works and zoning ordinances with culvert and bridge design specifications that allow for wildlife passage and movement of floodwater and debris during high intensity events. Implement culvert and bridge designs that produce stable structure in river channels (i.e. fluvial geomorphology).
 - c. Protect River Corridors & Ensure Enforcement – Existing bylaws protect the majority of Fluvial Erosion Hazard (FEH) areas with stream setbacks and floodplain regulations; improve bylaws to protect the FEH hazard zones not currently protected and enforce these bylaws. Continue protection of river corridors including non-regulatory protection measures such as stream re-buffering and culvert and bridge replacements.
 - d. Support non-regulatory conservation and/or preservation of vulnerable areas through public and land trust investments.
2. Non-point Source Pollution - While we have addressed point sources of pollution, non-point sources are still contributing pollutants to our water bodies.

- a. Assemble data – Work from existing data collected and further identify the locations that are contributing to water quality pollution such as flow, sediment, pathogen and nutrient. Where needed, conduct on the ground inventories of water quality and biological assessments (in-stream), wetlands, sub-watersheds, river corridors (buffered or not) and geomorphology. Map the existing and new data on one regional map.
- b. Revise Plans and Bylaws and Ensure Enforcement -- Incorporate the above data into municipal plans; establish specific statements that protect these resources; develop clear standards for how to protect these resources within zoning regulations; and initiate on-going enforcement of the regulations. Encourage low impact development techniques, and shared storm water control programs to maximize land development in areas planned for growth. Incentivize best management practices for agricultural uses.
- c. Implement Non-regulatory approaches - Identify and implement non-regulatory approaches to nutrient, pathogen and sediment pollution management. Under proposed MS4 permit requirements, municipalities will be developing flow restoration plans to achieve the total maximum daily load requirements for individual streams, rivers, and Lake Champlain. These plans may require additional public investment in storm water facilities or investments or actions by individual property owners. Support watershed organizations.

3.2.4 Increase investment in and decrease subdivision of working lands and significant habitats, and support local food systems.

1. Habitat Preservation - Protect forests, wetlands and agricultural lands from development, and promote vegetative landscaping in urban areas in order to maintain natural habitats, natural storm water management and carbon sequestration. This will keep people and infrastructure out of harm's way and allow for natural flood attenuation areas.
 - a. Inventory - Conduct on the ground surveys and inventories of significant habitats (include wetlands), connectivity corridors, scenic resources and locations of invasive species and map this information. Incorporate this data into municipal and regional plan text and maps and establish specific policies that address and protect these resources.
 - b. Bylaws - Develop clear definitions of the resources to be protected and establish standards to describe how to protect these resources within zoning and subdivision regulations.
 - c. Education - Educate engineers, developers, real estate professionals, planners and the public regarding resources and methods for restoration and protection.
 - d. Support non-regulatory conservation and/or preservation through public and land trust investments.

2. Working Lands Implementation – Support implementation of the Farm to Plate Strategic Plan and the VT Working Landscape Partnership Action Plan.
 - a. Bylaws- Develop clear definitions of working lands to be protected and establish standards to describe how to protect these areas within zoning and subdivision regulations. Maintain access and scale of working lands to ensure viability after subdivision in the rural landscape (including but not limited to protection of log landings of previously logged forested parcels, and zoning techniques such as fixed area ratio zoning to separate lot size from density and conservation zoning); while promoting urban agriculture in areas planned for growth.
 - b. Infrastructure & Systems – support establishment of food processing industries, value-added product markets, workforce training, etc to help support the viability of these industries.
 - c. Support non-regulatory conservation and/or preservation through public and land trust investments.

3.2.5 Increase opportunity for every person in our community to achieve optimal health and personal safety.

1. Emergency Preparedness
 - a. Assure that all municipalities and social service organizations have well-developed emergency preparedness plans that take an all-hazards approach and thereby can be used in weather emergencies as well as biological, chemical, radiological and terrorist emergencies; address the needs of their residents/clients with access or functional needs; and address the needs or residents/clients who speak a language other than English.
 - i. Assure an understanding of these plans by entities named in the plan as well as those supported in the plan.
 - ii. Practice implementing the plan through regular emergency exercises.
 - b. Train Chittenden County employers on the development, practice, and regular review of Businesses Continuity Plans and Business Recovery Plans.
 - c. Develop systems that monitor for impacts of climate-change that would affect human health or safety. Assure communication systems are in place to share this information with entities that are best suited to engage in prevention planning and provide any necessary emergency support.
2. Basic needs – Provide the basic needs of all people through access to food and access to shelter.
3. Obesity - Create policies and environmental supports that increase access to active transportation, active recreation, and healthy foods.
4. Substance Abuse - Reduce youth access and exposure to tobacco and alcohol by restricting retail promotion of tobacco and alcohol products and designating tobacco

and alcohol free outdoor public spaces and events. Further reinforce the existing work that is already happening to address youth and adult substance abuse.

5. Caregiving - Assure that older adults and people with disabilities are well cared for as needed.
 - a. Support family members who provide care for them.
 - b. Ensure that older adults and people with disabilities who need formal care in their daily living have access (including transportation) to the appropriate services as needed.

6. Social Connectedness - Increase opportunities for residents to come together, interact, and network.
 - a. Support organizations and businesses that bring diverse people together around a myriad of themes: arts and cultural events, recreational and leisure activities, civic engagement initiatives, educational workshops, family events, or any other activity that brings people together with a common interest.

3.2.6 Equip our residents with the education and skills that they need to thrive.

Vermont is home to a public education system that has provided a significant economic benefit to students, businesses and the broader community. There is vital connection between a strong education system, the attractiveness of our region, and a healthy economy. Nonetheless, like much of the nation, Vermont faces challenges. We have an aging workforce, an increasing number of jobs that require a post-secondary degree, entrants to the workforce and college who lack the basic skills necessary to be successful and a lingering achievement gap for low income and students of color. In an environment with fewer students in the system to enter the workforce, it is an economic and community imperative that our we improve regional equity and quality to help a higher percentage of all students achieve college and career readiness than ever before.

1. Establish a Chittenden County regional initiative of all interested stakeholders to undertake the action steps below drawing upon successful nationally recognized programs in other states. (e.g. STRIVE in Cincinnati, OH)

2. Elementary Readiness and Comprehensive Student Needs – Students need to begin kindergarten and every school day after that ready to learn.
 - a. Improve access and funding for pre-kindergarten programs so that children are ready to learn by the time they begin kindergarten.
 - b. Ensure that our young children are nurtured by knowledgeable and capable caregivers by: increasing the capacity, knowledge and skills of parents to nurture their young children; providing families access to high quality early care and education settings; and, supporting the ability of early care and education providers to develop the skills and knowledge needed to care for children.
 - c. Provide adequate meals to students who need them.

- d. Quantify the financial realities of the human service cost shift and integrate the social, health and nutritional services that schools currently provide.
3. Student-centered, Proficiency-based, Flexible Pathways to Graduation - Build the school capacity to support proficiency-based, individualized learning with access to any opportunity that will keep a student engaged in learning and achieve college and career readiness.
 - a. Adopt the Smarter Balanced assessments, which are administered on-line and based on the Common Core Standards. These assessments provide teachers with rapid results, allowing for timely adjustments.
 - b. Develop academic consistency across the county to alleviate disparities in education. Measure and track disparities and achievement gaps for low income and students of color to adjust programs to achieve equitable outcomes. Eliminate climate issues and bias that disrupt learning (by race, gender, gender orientation, and class).
 - c. Include flexible educational pathway. Develop a comprehensive advisory system within schools that includes a sustained relationship with an advisor throughout a student's career, and a personal learning plan tied to proficiency expectations for graduation rather than Carnegie units of credit. These plans may rely on traditional course-work, school choice, college courses through dual enrollment, internships for credit, on-line courses, community-based work, and service learning.
 - d. Expand the use of on-line resources and technology such as the Vermont Virtual Learning Cooperative, to which only one third of Vermont high schools have signed on and the Learning Network of Vermont (real time interactive video technology in 130 Vermont school sites).
4. Consistency Across the System - Make the changes to governance necessary to improve consistency and equity across the state.
 - a. Adopt a common statewide school calendar that runs throughout the year to deter summer learning loss.
 - b. Adopt a common, statewide daily schedule to allow for distance learning, flexible pathways and the ability to access courses outside of a home school district.
 - c. Adopt a statewide teacher's contract, with allowance for regional cost-of-living disparities, and acknowledgment for innovation.
 - d. Set a state deadline for voluntary consolidation to achieve a target number of supervisory unions and districts. If the necessary consolidation is not achieved voluntarily, the Legislature should appoint an independent panel (retired judges?) to draft a statewide slate of consolidations. Ask districts and SUs to describe what unique circumstances prevent their reorganization to serve an average of 1,500 students. Grass roots, community-driven consolidation is the healthiest and most viable course. However, reducing the number of SUs and school districts presents an opportunity to use cost savings to support innovation.
5. Career Awareness/Skill Alignment

- a. Develop a community needs advisory system that embeds current and anticipated college readiness and career information from colleges and employers into each district and supervisory union (SU).
 - b. Strengthen programming in math by improving the numeracy skills and confidence of educators and adopting strong math benchmarks based on the Common Core.
 - c. Allow Career and Technical Education Centers to be accessible either full or part-time starting in the 9th grade.
 - d. Offer credit-bearing, structured, 40-hour internships subsequent to a 20-hour pre-employment skills segment, and tied to a high school learning outcome. Based on the Linking Learning to Life TIPS (Training Interns & Partnering for Success) model for structured internships.
 - e. Provide training and support for people who are leaving incarceration
 - f. To develop creative and collaboration skills, make sure there are opportunities for students to come together, interact, and network. Bring diverse people together around arts, music, cultural events, recreation, and sports activities.
6. Teacher Preparation and Ongoing Professional Development
- a. Support innovation in teacher preparation, training and ongoing professional development. Twenty-first century teachers are facilitators, coaches and guides who will measure student learning through proficiency, instead of serving as the exclusive distributors of classroom and course content.
 - b. Allow for greater flexibility in licensing to accommodate transitions from career to classroom.
7. Postsecondary aspiration, continuation, retention and completion - Public higher education in Vermont is chronically underfunded relative to the rest of the nation. In the near term, additional state investment should be targeted to desired performance: enrollment of Vermonters and successful degree completion.
- a. Adopt a loan forgiveness program tied to the timely completion of a degree, in which a student or his/her parents are provided with a tax credit to be staggered over five years which forgives the equivalent of one year's tuition at a four-year public college.
 - b. For students who demonstrate college or career readiness before they would otherwise finish high school, use the state's commitment to their education through age eighteen to support an additional year of learning. This funding might be applied to an apprenticeship, an experience in entrepreneurship, a certificate program, a year in college, an internship, or community service.

3.2.7 Develop financing and governance systems to make the most efficient use of taxpayer dollars and reduce costs.

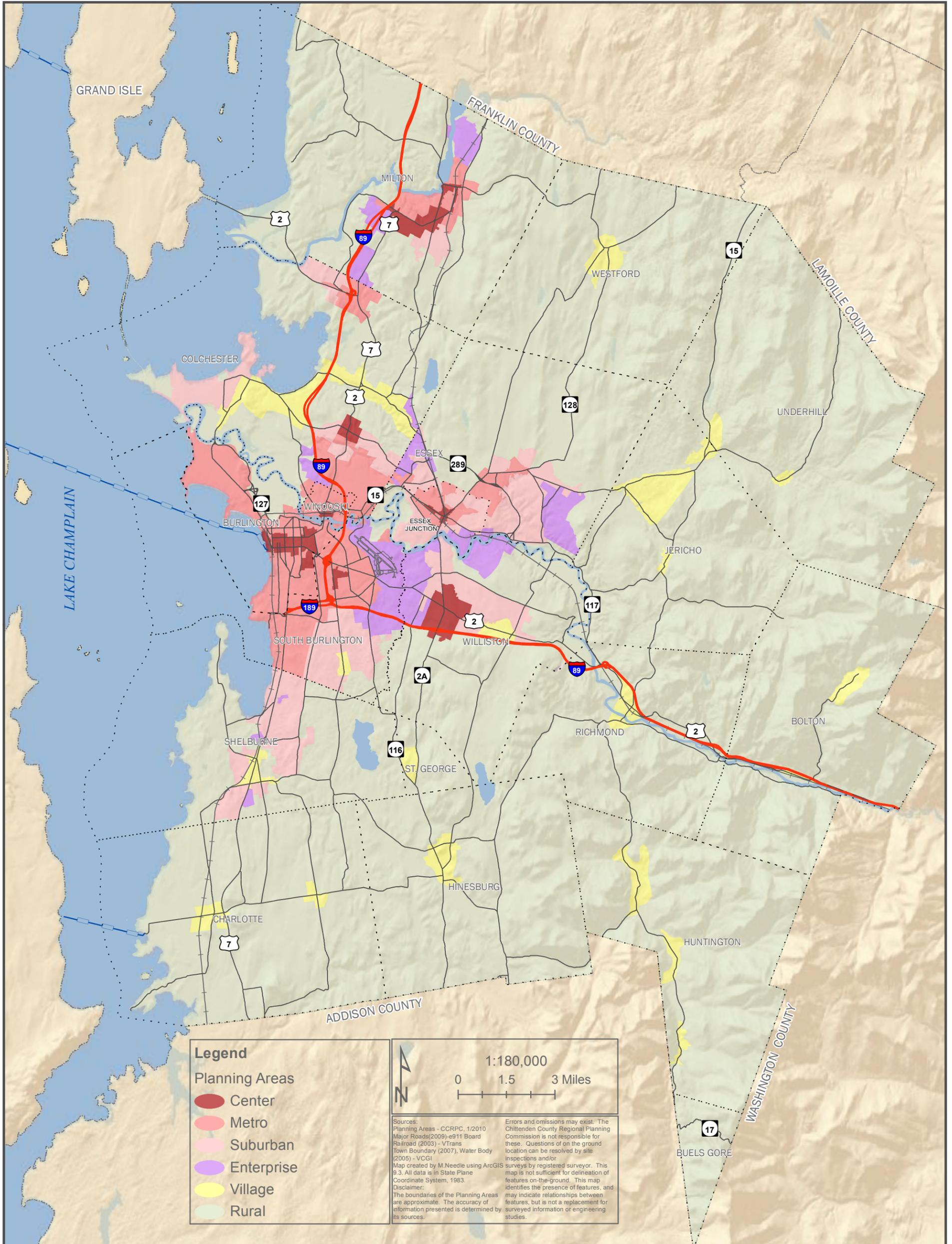
- 1. Community Development Finance Tools – Expand and improve implementation of financing tools available to municipalities with particular emphasis on options that level the playing field between greenfield development and infill development and to help direct new investment dollars to strengthen existing neighborhoods (Smart Growth Network). This would include tax increment financing (TIF), Local Option Sales Taxes, Impact Fees, Special Assessment Districts, and capital planning and

budgeting. Also support downtown tax credits, State Designated Growth Centers, Downtowns, Villages, New Town Centers, and Neighborhoods. Explore and develop other financing mechanisms for maintaining and improving infrastructure. Develop revolving loan funds for business to improve access to capital.

2. Affordable housing financing and Implementation – Increase resources for housing, which includes but is not limited to: local housing trust Funds, state housing trust fund, state housing tax credits, and strongly advocating for increased federal resources.
3. Energy Investment – Encourage property assessed clean energy (PACE) efforts, weatherization, tax incentives and other financing opportunities for investments in energy efficiency and renewable energy.
4. Transportation Financing - Encourage municipalities to implement local transportation funding programs such as Tax Increment Financing Districts, Local Option Sales Taxes, Impact Fees, Special Assessment Districts. Monitor and participate in state and federal transportation financing reform efforts such as the 2012 Vermont Legislature's Act 153, Section 40 Transportation Funding study and the Natural Resources Board/VTrans Fair Share Cost Study.
5. Clean water Financing – Monitor and participate in state financing reform such as the 2012 Vermont Legislatures Act 138 study which ANR's is leading to make recommendations on how to implement and fund the remediation or improvement of water quality.
6. Monitor State and municipal tax burdens (education, municipal services and state) - Examine the structure of government to identify opportunities for restructuring, streamlining or eliminating programs to increase efficiency, reduce costs and enhance accountability. Substantive changes to our tax policy such as expanding the sales tax, internet and cloud taxation, and migrating to Adjusted Gross Income should not be made until we have a comprehensive picture of Vermont's tax structure, including the property tax and health care financing.
7. County coordination and alignment – Coordinate and align investments and actions to advance the ECOS Plan. Monitor and report accomplishments.
8. Multi-jurisdictional services – There are a number of services that are provided on a regional or sub-regional basis. These include: Supervisory Unions, Chittenden Solid Waste District, Champlain Water District, Winooski Park District, Chittenden County Regional Planning Commission, Chittenden County Transportation Authority, Chittenden County Sherriff, Chittenden Unit for Special Investigations, and 911 dispatch. Examine and advance appropriate, efficient and effective governance structures to deliver improved services (i.e. Regional Walk/Bike/Park-n-Ride)

3.2.8 Ensure that the projects and actions in all ECOS strategies assess equity impacts, and that the design and development of programs are inclusive of all and engage underrepresented populations.

1. Track and analyze inequities in all sectors.
2. Target and prioritize positive programs and investments to low opportunity places (see Opportunity Map).
3. Civic Engagement - Increase opportunities and remove barriers for civic engagement for all, including underrepresented populations.
 - a. Provide leadership development training for all civic leaders, including underrepresented communities, to increase knowledge about and encourage service on boards and commissions.
 - b. Increase boards' and commissions' knowledge and understanding about diverse population and importance of inclusion and representation.
 - c. Support voter registration drives targeting all citizens, including underrepresented groups.
 - d. Invest in the naturalization process: civics classes, connected with civic opportunities.
 - e. Appoint members of underrepresented communities to committees, boards, and commissions.
 - f. Key documents should be made accessible online and translated (or translation services available when necessary).
 - g. Improve municipal and regional government organization websites to increase accessibility of English and non-English speaking community members while complying with ADA standards.



REGIONAL PLANNING AREAS: FUTURE LAND USE

2013 CHITTENDEN COUNTY REGIONAL PLAN

Draft#2 ECOS Project List - October 18, 2012

#	Municipality/Sponsor	Project Name (& Champion)	Description/Comments	Estimated Cost	50% Local Match Source(s)	Possible Start Date	EDA/ECOS Strategies
1	Bolton	<i>none</i>					
2	Burlington	Suberblock redevelopment	<i>Redevelopment of the super block at Main and North Winooski - add one sentence description</i>	??	private/public partnership	??	
3	Burlington	Fire station consolidation	<i>- add one sentence description</i>	??	??	??	
4	Burlington	Downtown parking study and implementation	<i>- add one sentence description</i>	\$\$\$ for study	??	??	
5	Burlington	Housing renovation and construction	<i>- add one sentence description</i>		??	??	
6	Burlington	District Heating Plan	Plan to recapture "waste heat" from the McNeil power plant and distribute it to the Old North End of Burlington, a densely populated area within the City.	Feasibility study underway; cost not yet estimated	\$140,000 grant and in-kind to pay for study		
7	Burlington	Moran Plan/Waterfront Redevelopment	To redevelop one of the last parcels/vacant buildings on the shores of Lake Champlain in downtown Burlington. The Moran plant has been vacant for decades and the city is now working to develop a private/public partnership to renovate the facility	\$21,000,000	\$2.3 million in BEDI Grant and Section 108 Loan; \$1.3 Million in Historic Tax Credits; \$1.5 Million in Grants	2011	
8	Burlington	Pine Street Parking: Redevelopment of 453 Pine	Redevelop Brownfield at 453 Pine St to accommodate parking needs of area businesses and allow growth in the South End. Possible inclusion of solar array	\$4,000,000	Local funding; area businesses	2013	
9	Burlington	Burlington Eco Park Food Enterprise Center	<i>- add one sentence description</i>	\$4,200,000	Need grants	??	
10	Burlington	Intervale Heated Greenhouse	<i>- add one sentence description</i>	??	??	??	
11	Burlington	Gilbane Smart Growth Center, Phase III	<i>- add one sentence description</i>	\$65,000,000	\$51,000,000	??	
12	Burlington	YMCA	<i>- add one sentence description</i>	\$13,000,000	Will be raising money	Ongoing	
13	Burlington School District	Burlington High School Renovations	to meet 21st century learning needs, such as electrical outlets and capacity, wireless infrastructure, smart boards and projectors	\$5 million to start basic upgrades; \$80 million for complete renovations	??	2014	
14	Burlington, South Burlington	Airport Improvements - PHASE 1	Construction of berm and placement of fill for new aircraft parking area	\$3,000,000	??	??	
15	Burlington, South Burlington	Airport Improvements - PHASE 2	Taxiway/apron system to serve south end	\$500,000	??	??	
16	Burlington, South Burlington	Airport Improvements - PHASE 3	construction of taxiway/air cargo apron	\$8,500,000	??	??	
17	Burlington, South Burlington	Airport Improvements - PHASE 4	construction of air cargo/general aviation buildings and related facilities	\$18,000,000	??	??	
18	Burlington/South Burlington	Airport Industrial Park	<i>- is this different from above?</i>	\$55,000,000	\$35,000,000 secured	??	
19	Charlotte	Craft Incubator	in "Gardeners Supply" building	??	??	??	
20	Charlotte	Community wastewater for Charlotte village	<i>- add one sentence description</i>	??	??	??	
21	Charlotte	Alberts Way affordable housing units	Habitat for Humanity. 3 single family homes and 1 duplex = 5 units total	\$900,000	??	??	
22	Colchester	Biotechnology Research Park/Incubator	<i>- add one sentence description</i>	\$10,000,000	No funding yet. Will seek grants for emerging technologies being developed.	?? - Feasibility study 2010, design and construction 2012.	
23	Colchester	"Branding" Colchester	<i>- add one sentence description</i>	\$20,000	??	??	
24	Colchester	Colchester Strategic Economic Development Plan Implementation	Implement recommendations of the 2012 Colchester Economic Development Plan	??	??	??	
25	Colchester	Burnham Memorial Library Expansion	The current public community library has outgrown its space and is limited to what it can and should potentially offer to the public.	\$5,000,000	Friends of the Library & Library Trustees primary fundraising source	2014	
26	Colchester	Waste Water Treatment & Service	<i>For Mallets Bay and Exit 17 area - add one sentence description</i>	\$30,000,000	??	??	
27	Colchester	Water Storage Capacity Addition & Expanded Distribution System (Colchester)	Provide necessary fire storage capacity for growth center	\$1,500,000	??	??	
28	Colchester	Multi-Generational Community Recreation Center (Colchester)	Land secured; funding needed to build.	\$5,000,000	??	??	
29	Colchester	24/7 Municipal Government	with capacity to issue permits and collect taxes and fees on line	\$200,000	??	??	
30	Colchester	Community Broadband Wireless Technology Access (Colchester)	<i>- add one sentence description</i>	\$500,000	??	??	
31	Colchester	Fiber optic Redundancy in Colchester's 3 economic zones (Colchester)	<i>- add one sentence description</i>	??	??	??	
32	Colchester, Essex, Milton, Winooski	Partnership Revolving Loan Fund Capitalization	<i>- add one sentence description - is this still a project</i>	\$490,000	VT Community Development Program.	Ongoing	
33	CSWD, Burlington, Colchester, Hinesburg	Relocate Burlington, Colchester and Hinesburg Drop-Off Centers	<i>- add one sentence description</i>	\$500,000	Partially funded	??	
34	Essex Junction	Civic Center (Essex Junction)	<i>Checking with CVE</i>	\$30,000,000	??	??	
35	Essex Junction	Pavilion for Music and Special Events (CVE)	<i>Checking with CVE</i>	\$6,000,000	??	??	

36	Essex Junction	Renovation & expansion of Champlain Valley Exposition pavilion & agricultural facilities (Essex Junction)	Checking with CVE	\$10,000,000	??	??	
37	Essex Junction	Storm water Improvements (Essex Junction)	- add one sentence description	\$350,000	??	??	
38	Essex Junction/Williston	Sewer Treatment Plant Refurbishment	- add one sentence description	\$1,610,000	Borrowing	2012	
39	Essex Town	Saxon Hill Industrial Area Development Plan Study (Essex Town)	This study would help identify ways to improve inter-governmental coordination and facilitate the logical planned development of 185 available acres	\$50,000	Seek state planning grant, developer, landowner and planning funds from EDA	??	
40	Essex Town	Susie Wilson Road Transit Oriented Design Master Plan - Feasibility and Water and Sewer Capacity Study	Dennis to check plan	??	??	??	
41	Essex Town	Combined New Municipal Building & Incubator (Essex Town)	- add one sentence description	\$4,000,000	??	??	
42	Essex Town	Highway garage expansion	- add one sentence description	\$360,000	capital budget	2018	
43	Essex Town	Indoor Recreation space feasibility study & construction	- add one sentence description	\$30,000 for study	capital budget	2013	
44	Essex Town	Sand Hill waterlines and pressure reducing valves	- add one sentence description	\$200,000	capital budget	??	
45	Essex Town	Stormwater Improvements	- add one sentence description	\$2,000,000	capital budget	??	
46	Essex Town	Water Storage Tank	- add one sentence description	\$800,000	capital budget	??	
47	Essex Town	Library	Complete deferred maintenance & expansion	\$109,000	capital budget	??	
48	Essex Town	New Police Station	- add one sentence description	\$6,000,000	capital plan	??	
49	Essex Town	Sanitary Sewer installation for Pinecrest Dr. & Susie Wilson Road	- add one sentence description	\$2,000,000	capital plan	??	
50	Hinesburg	Extension of 3-phase power	to South Hinesburg along VT116 by Green Mountain Power	??	??	??	
51	Hinesburg	Extension of Natural Gas Service	in Hinesburg up Richmond Road by Vermont Gas	??	??	??	
52	Hinesburg	New water service	either with a new well or connection to Champlain Water District	??	??	??	
53	Huntington	Village wastewater service	?? - not sure if this is decided...	??	??	??	
54	Jericho	Village water/wastewater	- add one sentence description	??	??	??	
55	Jericho	Library improvements	Improve to be ADA compliant and add community center	??	??	??	
56	Milton	Town Core Lighting Project (Milton)	this project includes 3 lighting projects designed to continue the upgrade of the street lighting to a more aesthetically pleasing fixture throughout the new town core. The anticipated public benefits of this project include enhanced night-time ambience, improved safety and accessibility for multi-modal transportation users, including drivers, bicyclists, and pedestrians	\$2,701,408	Seek grants, loans, and local funding, TIF	2015	
57	Regional - GBIC	Industrial Site Capacity Building	Site(s) identification, site acquisition and/or site control resources (grants, funding sources for loans/investments), permitting and resources to cover permitting costs, infrastructure funding and development.	\$100,000	GBIC, Private Contributions, State Funds	??	
58	Regional	Regional Transit Funding	Examine alternative models for financing the operation of the regional transit system	??	??	??	
59	Regional	Chittenden County Economic Resource Center (GBIC)	A non-profit economic and planning support resources center anchored by GBIC with co-location by CCRPC, CCMPO, LCRCC, VT SBDC, VMEC, VEDA, and other related non-profits	\$4,000,000	Cynosure	??	
60	Regional	College Connections Program Expansion and Enhancement (Linking Learning to Life)	- add one sentence description	\$55,000	Private Foundations, VSAC (fed funds), Higher Ed Institutions, Employers		
61	Regional	Education and Business Intermediary Capacity Building (Linking Learning to Life)	- add one sentence description	\$68,000	Private Foundations, VSAC (fed funds), Employers		
62	Regional	High School Internships Coordination (Linking Learning to Life)	- add one sentence description	\$25,000	Private Foundations, Employers		
63	Regional	PILOT Youth Leadership Program (Linking Learning to Life)	- add one sentence description	\$20,000	Private Foundations, state funds		
64	Regional	Aviation Technical Center	- add one sentence description	\$8,300,000	\$1.5 Million NASA Grant (For Programming Costs Only); \$300,000 Vermont Legislative Allocation; \$30,000 State CDBG	??	

65	Regional	Analysis of Alternative Waste Management Systems (CSWD)	- add one sentence description	\$170,000	Funded	??	
66	Regional	Conceptual Study to Centralize Waste Management Facilities (CSWD)	- add one sentence description	\$100,000	Not funded. CSWD will match any grant funding	??	
67	Regional	Construction of Regional Landfill (CSWD)	- add one sentence description	\$30,000,000	To be borrowed	??	
68	Regional	Construction of Special Waste Management System (CSWD)	- add one sentence description	\$1,000,000	Not funded. CSWD will match any grant funding.	??	
69	Regional	Design & Permitting of Latex Paint Recycling Program Expansion (CSWD)	- add one sentence description	\$50,000	Not funded. CSWD will match any grant funding.	??	
70	Regional	Design & Permitting of Regional Landfill (CSWD)	- add one sentence description	\$400,000	\$300,000 budgeted; \$100,000 in grants possibly needed	??	
71	Regional	Develop Business and Location Plan for Drop-Off Center Program (CSWD)	- add one sentence description	\$60,000	Not funded. CSWD will match any grant funding.	??	
72	Richmond	New Water Tower	- add one sentence description	\$1,500,000	State and Local	??	
73	Richmond	Village Subsurface Project	improve water and sewer lines on E Main and Bridge St	\$2,100,000	Local, State, Federal Transportation Funding	2017	
74	Shelburne	Form-based code on Shelburne Road	North of the Village	\$70,000	State, CCRPC, Local	2013	
75	South Burlington	City Center Development	- add one sentence description	\$4,000,000	Property Taxes, TIF, Private	??	
76	South Burlington	Market Street	- add one sentence description	\$2,000,000	Fed, Property Taxes, TIF, Private	??	
77	South Burlington	City Center Parking Decks	- add one sentence description	\$12,000,000	TIF/Private	??	
78	South Burlington	New City Hall	- add one sentence description	\$7,000,000	Property Taxes	??	
79	South Burlington	Storm water Improvements	- add one sentence description	\$50,000,000	EPA STAG Grant, local cost, town funds, US Congressional set-aside in Colchester	??	
80	South Burlington	Community Center	- add one sentence description	\$11,000,000	Local	??	
81	South Burlington	Library	- add one sentence description	\$7,200,000	Federal/State/Local	??	
82	St. George	Growth Center Designation/Master Planning	- add one sentence description	\$20,000	Select board has appropriated planning funds but town would need grants to "complete" process	??	
83	St. George	Expansion of Village Center Municipal Septic System	to enable concentrated growth center	??	Town has funded feasibility study- construction costs are undetermined (To be based on final design)	??	
84	Underhill	Village designation for Underhill Center	- add one sentence description	??	??	??	
85	Underhill	Rezoning of Underhill Flats	- add one sentence description	??	??	??	
86	Underhill	Rezoning of Underhill Center	- add one sentence description	??	??	??	
87	Underhill	Jacobs parcel	- add one sentence description	??	??	??	
88	VT Community Foundation, Colchester, Essex Town, Milton, Winooski	Partnership Revolving Loan Fund Capitalization	- add one sentence description	\$490,000	??	??	
89	Westford	Town Salt & Salted Sand Shed	protect water resources from salt contamination	\$250,000	Local	2015	
90	Westford	Upgrade/Expand Municipal parking area	provide an adequate number of parking spaces to serve the town office	\$15,000	Local	2015	
91	Westford	Westford Community Wastewater	to serve the Village center. Follow-up to 2008 wastewater feasibility study.	\$2,200,000	Fed/State/Local	??	
92	Westford	Form-based code	- add one sentence description	??	??	??	
93	Williston	Taft Corner Grid Streets	- add one sentence description	\$3,900,000	local impact fees, private funds, grants	??	
94	Williston	Water Storage Tank Expansion	- add one sentence description	\$870,000	\$400,000 & Borrowing \$470,000	2020	
95	Williston	Williston Entry-Level Housing.	Champlain Housing Trust, Williston Interfaith Affordable Housing Task Force- add one sentence description	\$3,500,000	Buyer mortgages, VT Community Development Program; VT housing & Conservation Trust Fund; Habitat for Humanity	??	
96	Williston	Williston, Town Center Housing	Champlain Housing Trust- add one sentence description	\$3,500,000	Buyer mortgages; VT Community Development Program; Vermont Housing Trust Fund	??	
97	Winooski	Winooski West-end Revitalization	Assist with homeownership and literacy	??	??	??	
98	Winooski School District	Winooski School District Renovations and Upgrades	- add one sentence description	\$591,000	Municipal Funds	??	

MEMORANDUM

TO: ECOS Interested Parties
FROM: CCRPC Staff
DATE: October 17, 2012
RE: Metropolitan Transportation Plan (MTP) Project List

The Chittenden County Regional Planning Commission is required under Federal law to develop a Metropolitan Transportation Plan (MTP) for Chittenden County that covers a 25 year time horizon. This plan must be updated every five years. The plan identifies future transportation needs in the county and develops financial projections of anticipated funding expected to be available to support those needs.

Future Transportation Needs

The MTP Project List in Table 4 (attached) is a comprehensive compilation of projects designed to address future need and it comes from a variety of sources: the 2025 MTP, CCRPC corridor, scoping and technical analysis studies, the Pedestrian/Bike and Park & Ride Plans, CCTA's Transit Development Plan, and TAC and member municipality staff input. CCRPC staff has met over the past several months with all member municipalities to insure that all federally eligible projects, considered at both regional and local level, are accounted for in the list. It should be noted that projects which are considered to be transportation system maintenance (bridge repair/reconstruction, paving, etc.) are not included on the MTP Project List – these are accounted for globally within the funding category of system preservation and maintenance described below.

Future Financial Projections

The MTP must incorporate a financial section that estimates how much funding will be available from all transportation revenue streams over the life of the plan, how much funding will be needed for the cost of recommended transportation system improvements, and how much funding will be needed to cover these costs of maintaining and operating the existing transportation system. The single most critical issue for establishing how much MTP funding will be available between 2010 and 2035 is the future availability of federal funds since this source has historically accounted for 80% of the total transportation system investment. For the purposes of this plan, an estimate of available future funding has been developed based on the growth trend of statewide federal funding and CCRPC's historic share of statewide funding.

Table 1 below summarizes the funding expected to be available to Chittenden County over the next 25 years. Of the \$1,177 million in anticipated funding 80% is anticipated to come from federal sources and 20% from state and local sources. The funding available is expected to be allocated to three primary

areas: maintaining and preserving the existing system; implementing 2012 committed projects from the Transportation Improvement Program (TIP) and the Circ Alternatives process; implementing new transportation system improvements from the MTP Project List.

Table 1
Estimated Transportation Funding for Chittenden County: 2010 - 2035

<i>Future Estimates</i>	<i>Millions (2010\$)</i>
Total Funding for Transportation System	\$1,177
Maintenance & Preservation Costs of the Transportation System	\$754
Cost of 2012 Committed Transportation Projects (TIP and Circ Alternatives)	\$113
Total Available New Funding (to address new transportation needs excluding TIP & Circ Alternative projects)	\$310
Cost of anticipated new transportation project needs (MTP Project List)	\$849
New transportation project funding deficit (new transportation project need minus total funding available for new projects)	-\$540

Maintaining the existing transportation system is a critically important task and it has been estimated that \$754 million will be required to accomplish this – nearly two thirds of the total (see the chart on page 3). The plan also identifies \$113 million for already committed projects listed in the current Transportation Improvement Program (TIP) and projects to be identified in the CIRC Alternatives planning process. The remaining funding available for new transportation needs is \$310 million which is identified in Table 4, The MTP Project List.

Table 2 below details how funding has been allocated over the past 13 years in Chittenden County by percent share to various project types. The sustainability evaluation criteria developed under the draft ECOS plan strongly suggest the desire for increased multimodal transportation options in the future. The Transportation Subcommittee of the Long Range Planning Committee (LRPC) proposes that the MTP reflect a gradual increase in funding for other transportation modes of five percent per five year period of the plan. Table 2 identifies the final ECOS target percents at the end of the 25 year period. All funding categories except roadway have been increased by five percent per five year period, and roadway has been reduced by the corresponding amount. With this funding allocation strategy 64 percent of the overall funding remains committed to maintaining the existing transportation system which includes road, bridge and transit system maintenance. Committed TIP and Circ Alternatives projects are allocated 9.6 percent of anticipated revenues, new Roadway & Traffic Operations combine for an investment of 12.5 percent. Transit system investment consumes 8 percent of the future total with 5.9 percent allocated to Bike/Pedestrian, rail, and park & ride facilities. The third column in Table 2 applies the ECOS target funding percents to the estimate of funding available for new transportation needs and develops target funding levels.

Table 2
Chittenden County Transportation Funding: Historic Obligations & Future Recommendations

Program Category	FY99-11 TIP Obligation Percentages	ECOS Target Funding Levels *	ECOS Target Funding Percents Applied to Estimated Funding Available for New Projects	For Comparison FY99-11 VTrans Capital Program Funding Percentages**
Bike & Pedestrian/ Enhancement	9.8%	12.5%	\$38,590,187	9.7%
Park & Ride/ Intermodal	0.9%	1.1%	\$3,425,082	3.9%
Rail	6.8%	8.7%	\$26,805,678	11.8%
Roadway	55.5%	43.2%	\$146,537,117	54.2%
Safety & Traffic Operations	3.2%	4.1%		7.4%
Transit	23.9%	30.5%	\$94,391,936	13.0%
Totals	100%	100%	\$309,750,000	100.0%

Notes:

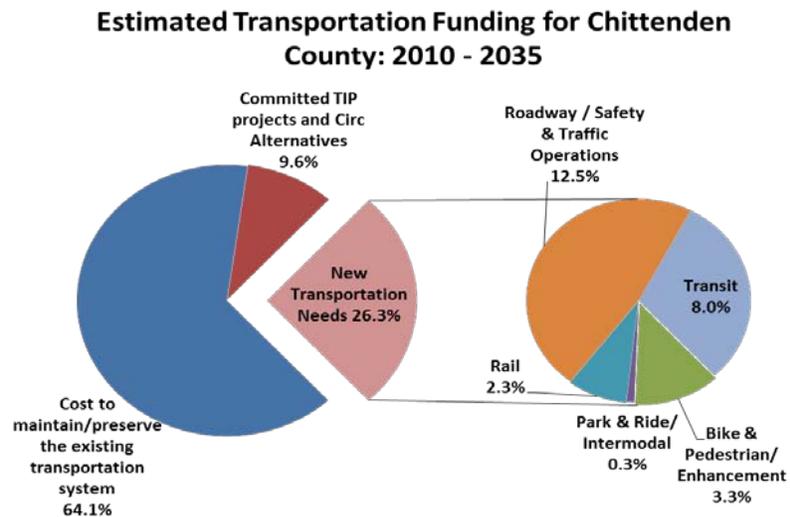
* Percent shares by funding category have been increased by 5% every 5 years for Bike & Ped/ Enhancement, Park & Ride/ Intermodal, Rail, Safety & Traffic Operation and Transit. Roadway has been reduced by the corresponding amount.

** Provided for comparison -- Capital Program percentages reflect the percentage of federal funds for the listed categories. This is only a portion of the overall Capital Program.

Table 3 and the Chart of Estimated Funding for Chittenden County: 2010-2035 outline the actual anticipated investments.

Table 3
Estimated Transportation Funding for Chittenden County by Category 2010-2035

Program Category	(2010\$) in Millions	% of Program
Estimate of total future funds	\$1,177.0	100.0%
Cost to maintain/preserve the existing transportation system	\$754.0	64.0%
Committed TIP projects and Circ Alternatives	\$113.3	9.6%
Roadway / Safety & Traffic Operations	\$146.5	12.5%
Transit	\$94.4	8.0%
Bike & Pedestrian/ Enhancement	\$38.6	3.3%
Rail	\$26.8	2.3%
Park & Ride/ Intermodal	\$3.4	0.3%



Development of Prioritized MTP Project List

Project evaluation criteria have been under development for months in the context of the Housing & Urban Development (HUD) funded Regional Sustainability Plan, the ECOS project. This plan will link more closely together formerly disparate planning activity – housing, economic development, social community, transportation, the environment, energy etc. The criteria have been developed to help rank and select projects across all subject areas and are designed to effectively lead us to a more sustainable future.

The ECOS project evaluation criteria have been applied to the MTP Project List to develop a prioritized MTP Project List. Table 4 (attached) presents the prioritized MTP Project List by ECOS project rank and by project program category. Each project has an estimated cost and the final column in the table provides a cumulative cost for each category. A dashed line has been drawn to indicate the projects that can be funded within the ECOS target funding levels. Note that in some cases the funding targets have not been reached because the next project below the line pushes the cumulative funding past the targeted budget for that category. The project implementation process over the course of 25 years is a dynamic process and may not adhere to this sequencing due to project specific factors such as permitting requirements, right of way needs, unanticipated funding or other factors. In such cases projects below the line may well advance over those above the line. Projects which have yet to be identified may arise for implementation. The Regional Plan (including the Metropolitan Transportation Plan) is updated every five years – new information on projects, funding, and conditions are updated. The most important factor for any project to advance for federal implementation funding is that the project appears on the list. A project's place, whether above or below the fiscal constraint line, is much less relevant than the inclusion of the project on the list. If a project were to arise and be ready to advance for funding with federal dollars which is not on the attached list, the Regional Plan (including the Metropolitan Transportation Plan) would be amended accordingly.

The TAC provided significant feedback regarding prior versions of the MTP Project List; feedback regarding regional connectivity, safety, and implication for higher cost projects were addressed through re-evaluation of the calculation factor for cost/benefit. The correction of this factor resulted in a shift in project prioritization scores which appear to staff to be in alignment with concerns expressed by the TAC.

Next Steps

We would ask that you review the attached list and the recommendations contained within this memo and communicate any errors within the project descriptions which you may be aware of, as well as your comments on the approach which is outlined in the memo.

Charlie Baker and Michele Boomhower will be meeting with municipal officials throughout November, December and January to present the ECOS Regional Plan Discussion Draft and obtain feedback. The Plan Discussion Draft is posted at the [ECOS Website](#) for public comment. It is anticipated that the CCRPC Board of Directors will review the Plan and move forward into the Plan Public Hearing process by mid-late winter.

Please contact Michele Boomhower (mboomhower@ccrpcvt.org or 802-846-4490 x15) if you have questions or would like to submit comments.