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COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

(CEDO)

CITY OF BURLINGTON, VERMONT



- FIVE YEAR SUMMARY REPORT -

1983 - 1988

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## DIRECTOR'S MESSAGE

On the occasion of CEDO's fifth anniversary, we pause (briefly) to look back, measure our progress, identify unresolved issues and re-dedicate ourselves to meeting the challenges that lie ahead. Much has been accomplished, yet much remains to be done.

CEDO was created in 1983 to "develop and implement a comprehensive community and economic development strategy." While the basic issues are unchanged - affordable housing, good jobs, healthy neighborhoods, an accessible waterfront, and a vibrant downtown - the range of programs and projects created to address them has grown enormously.

From modest beginnings, the staff, now numbering 14, will administer over \$8 million in FY 1989. We note that CEDO programs and activities are primarily financed by Federal grants; we place no burden on the local taxpayers. It is particularly gratifying to observe that while the staff has grown (and aged!), it has not become stale, unresponsive or self-important, as do many mature "bureaucracies." To the contrary, CEDO remains both pro-active and interactive. That is, we seek to define an agenda for the future and develop creative, progressive solutions to our problems. We do this cooperatively by encouraging the participation of as many groups and individuals as are willing to contribute.

In addition to the many accomplishments that follow are the unquantifiable but fundamental issues of democratization and empowerment; for it is foolhardy to think that we could impose a vision upon this City. It is the people of Burlington who can best identify and prioritize their needs, and it is our task to listen and develop strategies to meet those needs. It is only by tapping the energy and imagination of the citizenry that we can create consensus and work together to realize our shared vision.

We are proud of what has been done and are excited about the challenges that await us.

Peter Clavelle  
CEDO Director

## **I. COMMUNITY DEVELOPMENT**

The Community Development Program addresses a wide range of needs and supports a variety of projects that seek to improve the quality of life for all of Burlington's residents. These efforts reach across both class and generational lines and, while building upon our existing strengths, attempt to create a vital and sustainable community.

An essential element of both the process and the substance of the program is citizen participation. Although CEDO provides guidance and administrative and technical support, it is the people of Burlington, acting individually and in groups, who must create and nurture this, our community.

The program encompasses three general areas. They are the Community Development Block Grant Program, Citizen Participation, and Neighborhood Revitalization. Each will be discussed briefly, and more detailed information about specific projects can be found in Appendix A.

### **A. COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)**

This Federal Program provides much of the funding for CEDO, which administers the Program and is responsible for subgrantee compliance with Federal guidelines. In order to review project applications for CDBG funds, CEDO established an Advisory Committee comprised of neighborhood residents, City officials, and representatives of human service organizations. The Committee makes a formal recommendation to the Mayor as to how best distribute the funds, which totaled \$658,000 in 1988. In addition, the Program receives input and guidance from the public through the Neighborhood Planning Assemblies (NPA's).

Generally, funds are allocated to projects that benefit primarily low and moderate income families and neighborhoods. Specifically, the City is required to spend CDBG funds in pursuit of one or more of the following objectives: neighborhood revitalization; expansion or improvement of the City's housing stock; promotion of energy conservation and commercial revitalization in targeted areas; address threats to public health and safety, serious deficiencies in public facilities or identifiable social needs, particularly in the areas of health care, the elderly, women, youth, and the handicapped; and, finally, maximizing the utilization of available funds by identifying programs that return and recycle funds.

1. Housing: CDBG funds have been utilized to promote the creation and maintenance of affordable housing and the rehabilitation of homes, apartments and neighborhoods. CEDO has sought to involve tenants and homeowners in this process by working with numerous private and public non-profit organizations.

2. Child Care/Youth: CDBG funds are allocated to a variety of community groups to assist them in the provision of day care, after school, and summer programs. In addition, both the Mayor's Office and Parks and Recreation Department have initiated programs of their own.
3. Community and Neighborhood Development: In this area, CDBG monies have helped purchase cardiac care equipment for the Fire Department, fund a neighborhood planning project through the Planning Office, assist Public Works with the Lakeside Underpass, and contribute to the YMCA's Program Pool.
4. Human Services: In the 1980's, Burlington has experienced a significant increase in awareness of the need to assist those who have not benefited from the region's economic "success." This assistance has taken the form of support for women (Women's Council, Women's Economic Opportunity Program, and the Shelter For Battered Women and Children), the homeless, the elderly, and projects dealing with adult education and literacy and alternative dispute resolution.

#### B. CITIZEN PARTICIPATION

Burlington's Neighborhood Planning Assemblies (NPA's) were created by resolution of the Board of Alderpersons in August of 1982. They were created to provide a mechanism to increase citizen participation in City government. Specifically, the NPA's were designed to act as a two-way conduit through which the administration could keep residents informed regarding City programs and activities as well as allowing citizens to make recommendations to City officials. As was mentioned earlier, it was also deemed desirable to seek input from the citizenry with respect to the allocation of City revenues.

Thus, in each of the City's six wards, NPA's were established as quasi-governmental organizations. They are internally governed by elected steering committees and have their own bylaws. While CEDO provides financial, technical and staff assistance, they are effectively controlled by their members. Being neither entirely neighborhood organizations nor a City department, the NPA's are a unique and innovative experiment in participatory local government.

1. Neighborhood Development: The NPA's role has been institutionalized in various ways, most importantly through the CDBG Advisory Committee. Each NPA elects a representative to sit on the Committee and, moreover, the City grants CDBG funds directly to the NPA's to be allocated for neighborhood projects. In total, CEDO has provided funding to the NPA's for approximately 86 projects through 117 grants, totaling over \$280,500. Some of these projects are highlighted below.

- a. Ward 1: Improvements to Schmanska Park including playground equipment, handicapped accessible walkway, fencing, benches and other amenities; community gardens; the Burlington Community Land Trust (BCLT); youth employment; and the tenants of the Hillside Terrace public housing project. The Ward 1 NPA has made 27 grants totaling \$78,000.
  - b. Ward 2: Improvements for H.O. Wheeler School/Spring Street and Pomeroy and Roosevelt Parks; youth employment; BCLT; and a housing program for elderly residents. The Ward 2 NPA has made 21 grants since 1983, totaling \$52,000.
  - c. Ward 3: Improvements at Lawrence Barnes School and Battery Park and street beautification projects such as tree planting and pocket parks; support for the reconstruction of Johnson Street; community gardens; bus shelters; curb cuts; and a "Bolt, Latch & Lock" program for neighborhood safety. In all, 33 grants have been made by the Ward 3 NPA, for a total of \$56,500.
  - d. Ward 4: Improvements at Flynn School and the Franklin Square Apartments totaling \$34,000.
  - e. Ward 5: Improvements to South Park; elderly and handicapped accessible routes along neighborhood streets (\$15,000); support for various service agency projects including the King Street Youth Program, Youth Employment Program, and Women Helping Battered Women, totaling \$40,000.
  - f. Ward 6: Support for the Elizabeth Lund Home; Youth Employment Program; rehabilitation on the Wilson Hotel, the only SRO in the City; and improvements to the Little League Field in South Park, totaling \$20,000.
2. Special Projects and Activities: The NPA's perform numerous functions both within the neighborhoods and at the citywide level. Some of these are highlighted below:
    - a. Education and Outreach: Through the use of neighborhood newsletters, the NPA's keep residents informed of current issues and alert them to opportunities to participate in those decisions affecting their lives. They sponsor speakouts within the neighborhoods and encourage members to attend public hearings and make their views known.
    - b. Organizational Development: The NPA's train neighborhood leaders and elect representatives to various Advisory Committees. These individuals meet with City officials and staff and both represent the views of their "constituents" and develop increased knowledge of the workings of City government.

- c. Legislative and Regulatory Initiatives: The NPA's participate in the planning and design of neighborhood projects and have input into regional and state development plans. They organize residents on specific issues and have submitted resolutions to the Board of Alderpersons and various City Commissions.
- d. Community Action: The NPA's organize neighborhood volunteer work crews to clean and beautify local parks and sponsor block parties for residents.

#### C. NEIGHBORHOOD REVITALIZATION

Neighborhoods in low and moderate income areas throughout the City have organized to improve the quality of their infrastructure. With the support of CEDO and other City offices, several neighborhood improvement projects are underway. These include major activity in the Old North End as well as Riverside Avenue, North Street, Lafayette Place, Johnson Street, and Convent Square. Neighborhoods targeted for the coming year include Greene and Archibald Streets.

- 1. Old North End: Significant efforts have been undertaken to preserve and enhance this neighborhood. Some of the considerable accomplishments of these efforts are listed below.
  - a. Zoning: North Street was re-zoned from Residential to Neighborhood Commercial. Lot coverage was changed from 50% to 40% maximum, and residential areas were down-zoned from a density of 25 units to 20 units per acre.
  - b. Infrastructure: Handicapped ramps were installed at non-profit facilities as well as curb cuts along well-travelled pedestrian routes. Various curb and sidewalk improvements were funded along with several complete street reconstructions. The Facade Improvement and Residential Improvement Programs provided loans and grants for exterior improvements to Old North End businesses and homes.
  - c. Community Services and Revitalization: Expansion of the Food Shelf was funded through this program; and in response to survey results, a drug store was brought to North Street (Mel's). A beautification program has continued each year with tree planting along North Street and on residential streets throughout the Old North End. Flower boxes and trash receptacles were installed on North Street, and a neighborhood pocket park was created. Three Heritage Day festivals were held, and CEDO worked with local residents to buy new Christmas lights for North Street. Public art is being created and has been installed in the neighborhood.

2. Riverside Avenue: The Ward 1 NPA, with the support of their Alderpersons and CEDO, has initiated a comprehensive planning process to improve and revitalize the neighborhood. A design manual was completed detailing present conditions, identifying current needs and offering recommendations for improvements. An Aldermanic Riverside Revitalization Committee was then formed to oversee and coordinate the implementation of the design recommendations.
3. Johnson Street: This is a small, narrow street with dense rental housing. What began as a limited tree planting project, has become a wide-ranging program to address the residents' needs.
  - a. Comprehensive Revitalization Program for the residents
  - b. Streetworker Program for youth
  - c. Street reconstruction - greenbelt, curb and sidewalks
  - d. Volunteer tree planting
  - e. Monthly meetings of residents, elected officials and CEDO staff to develop a plan to further improve the street
4. Convent Square: CEDO and the Convent Square Neighborhood Association are developing a strategy to address the area's needs. Central to this effort is the necessity of maintaining long-term affordability; that is, to make certain that the revitalization does not precipitate gentrification and displace current residents.
  - a. City-funded design study
  - b. Neighborhood park using land leased from Vermont Gas with partial funding from the Ward 3 NPA
  - c. Youth Evening Program run by the Sara Holbrook Center

## II. WATERFRONT DEVELOPMENT

Over the past five years, Waterfront development has been guided by the following goals:

- Increase the public's access to and enjoyment of Lake Champlain.
- Establish a framework for public and private development.
- Broaden citizen participation in the planning and development of the Waterfront.



There have been significant accomplishments over the past several years and they are summarized below.

A. INCREASE PARK LAND ON THE WATERFRONT

1. Bike Path: Nine miles have been completed, including 4,000 feet of new shoreline around the Barge Canal and south of North Beach. Moreover, this provides access to all of the City's major parks.
2. Oakledge Park: Expanded by seven acres, including 700 feet of new shoreline by a donation from the Mobil Oil Company.
3. Perkins Pier: Doubled in size following the purchase of 3.5 acres south of the existing pier, including 300 feet of new shoreline.
4. Northshore: Nearly a mile of shoreline added at this site.
5. Downtown: Recently the voters approved a bond to purchase and improve 4.5 acres in the vicinity of the new Community Boathouse.
6. Other park lands were added at Roundhouse Point, the mouth of the Winooski River, and the Flynn Estate (21 acres).
7. Overall, almost two miles of shoreline have been added.

B. IMPROVEMENTS TO PARK LANDS AND FACILITIES

1. Community Boathouse and Pier: This structure, at the foot of College Street, includes a multi-purpose year-round cultural and recreational facility of 7,200 square feet on a floating barge, a 5,000 square foot pier, and a new grassy knoll park. The Boathouse offers boat rentals and lessons, bike rentals, boat charters, scuba rentals and lessons, ski and ice skate rentals, limited food service, and a large room for a variety of year-round functions.
2. Leddy Beach: Shoreline protection was installed, and an access road and bridge were constructed for car-top boats and sailboards.
3. Perkins Pier: New playground, boat launch and shoreline protection.
4. Oakledge Park: New bathhouse.
5. Bike Path: Older, existing sections widened, and street grade crossings made gentler.
6. Waterfront Park: Picnic shelter completely renovated.

## C. PROJECTS UNDER CONSIDERATION

1. Renaissance Project: This private, non-profit corporation is investigating options for the adaptive reuse of the former Moran Generating Facility and the surrounding three acres of land on the lakefront.
2. Bike Path: The proposed 16-mile loop running along the Winooski River through the Intervale and the Old North End failed to achieve the required two-thirds vote in the recent election for a General Obligation Bond. However, having received 61%, CEDO will seek other funding sources for this popular project.
3. Naval Reserve: In an attempt to provide additional public access to the lake, CEDO will continue to try to relocate these operations, which no longer require lakefront property. Located at the foot of College Street, adjacent to the Boathouse, the compound consists of two buildings (29,000 sq.ft.) and 1.6 acres of land.
4. Downtown Marina: Feasibility studies conducted to evaluate this proposal have indicated constraints in the area of breakwater costs and limited land for parking and support facilities. Nevertheless, CEDO continues to seek ways to develop this attractive concept.
5. Filled Lands: The State of Vermont and the City are involved in complex litigation regarding the title and development rights to "filled lands" on the Waterfront. The case, involving the Public Trust Doctrine, was recently heard by the State Supreme Court, and a decision is expected in the spring.

## D. WATER QUALITY

1. Sewers and Waste Water Treatment: CEDO staff participated in the identification of the problem of combined sewer overflows which have been polluting Lake Champlain. Subsequently, a \$52 million program to upgrade the system was undertaken.
2. Wetlands: A recently released, CEDO-commissioned study on wetlands and natural areas within the City recommended the protection of 18 sites. CEDO supports these recommendations and is working to implement them.
3. Burlington Urban Design Study: CEDO initiated this award-winning effort in waterfront planning. It led to a reduction of building heights downtown and the "humanizing" re-design of the Southern Connector highway (renamed the Champlain Parkway).

4. Task Force: CEDO's Director, Peter Clavelle, is the Chair of this statewide group charged with studying the effects of marinas on the lake. The Task Force will make recommendations on State policy in this area.

### III. HOUSING

#### A. POLICY GOALS

CEDO has attempted, in its first five years, to articulate and implement an affordable housing program that is guided by three general goals:

1. Protections for the Vulnerable: The housing situations of the poor, the disabled, the elderly, and nearly all tenants tend to be precarious. The needs of these populations are great; their resources are few. Their bargaining power in a competitive, highly inflationary housing market is weak. The municipality must make the shelter of its most vulnerable citizens more secure.
2. Preservation of Affordable Housing: Many units of the most affordable housing in Burlington have either been lost in the last decade or are in imminent danger of loss. "Social" factors like drastic cutbacks in federal housing subsidies, the conversion of rental units to condominiums, the speculative buying and selling of rental property, the pre-payment of federal loans that guaranteed long-term affordability, and the demolition (or conversion) of residential property on the edge of college campuses and the Central Business District are combining with "natural" factors like the aging and deterioration of the housing stock to endanger the existing supply of affordable housing. The municipality must preserve as much of this housing as possible.
3. Production of Affordable Housing: Affordable housing in the Greater Burlington is becoming hard to find, both for the area's long-time residents and for the nearly 785 new workers that are added to the local labor force from outside of the county every year. Furthermore, it is not only the poor who cannot find affordable housing; factory and retail workers, fire-fighters, school teachers and others who earn a modest wage are being pushed out of the housing market as well. The municipality must assure production of affordable housing, rental and sales, for households of modest means.

#### B. OPERATIONAL ASSUMPTIONS

In designing an affordable housing program for the realization of these three general policy goals, CEDO has operated from three basic assumptions:

1. Public Intervention in the Private Market: Affordable housing will be neither produced nor preserved by the private sector without the active intervention of the public sector. The municipality must make full use of both its police powers and its financial resources in protecting the vulnerable, in preserving whatever affordable housing already exists, and in producing new affordable housing.
2. Decommodification of Housing: Housing that is made affordable today, using sizeable public or private subsidies, will only remain affordable if limits are placed on the profits that the owners may remove from their increasingly valuable commodity. The municipality must invest its scarce resources only in housing that assures long-term affordability and long-term retention (or recapture) of the public's investment.
3. Redistribution of Benefits and Burdens. Economic growth has both benefits and burdens. Too often, the benefits flow disproportionately to those with the most property and the greatest wealth; the burdens fall regressively upon those with the least ability to pay the bill. The municipality must assure a more equitable distribution of both.

#### C. ACCOMPLISHMENTS

Listed below are the principal housing initiatives undertaken by CEDO during its first five years in furtherance of the three policy goals discussed above. Some initiatives appear more than once, simply because some policies or programs have been designed to accomplish more than a single goal.

1. Protections For The Vulnerable
  - a. CEDO-sponsored Anti-discrimination Ordinance enacted by City Council, October 1984.
  - b. Minimum housing inspection program strengthened, accompanied by additional tenant protections in event of condemnation, 1983-1987.
  - c. Accessibility Grants Program, aiding handicapped tenants and homeowners, started by CEDO in 1985.
  - d. CEDO-sponsored Security Deposit Ordinance enacted by City Council, April 1986.
  - e. Reverse Equity Tax Program established in 1987 to enable elderly homeowners to use the equity in their homes as a line-of-credit for payment of their property taxes and insurance.
  - f. Condominium Conversion Ordinance, requiring four years prior notice for elderly and disabled tenants and two

years prior notice for all other tenants when rental units are slated for conversion to condominiums or cooperatives. Enacted by City Council, March 1987.

- g. Continuing CDBG grant support for the operation of the CVOEO Homeless Assistance Project; the COTS Waystation, Wilson Hotel, and Streetworker Project; and the CVOEO Tenant Resource Center.
- h. Conveyance of a city-owned fire station to the Burlington Community Land Trust for adaptive reuse as a shelter for homeless families, 1987.
- i. A major commitment to the expansion and improvement of the City's shelters for the homeless was made in 1987-1988. Using a combination of grants and loans provided under the McKinney Homeless Assistance Act and the Community Development Block Grant Program, CEDO committed: \$118,000 to the rehabilitation and operation of the Firehouse Family Shelter, a joint project of the Burlington Community Land Trust, the Women's Consortium for the Construction of Housing, and the Committee on Temporary Shelter; \$36,780 to Women Helping Battered Women for building renovation and program expansion; and \$47,000 for the development of the City's first ten units of transitional housing. CEDO has also pledged an \$8,000 grant and a \$46,000 loan towards a major rehabilitation of the Wilson Hotel, owned and operated by COTS.
- j. An apartment inspection fee ordinance was enacted by the Board of Aldermen in the fall of 1987, imposing a "users fee" on the City's landlords for the periodic inspection of their apartments. Revenues raised through this measure will provide additional staff for the City's minimum housing inspection program, clerical support for the Housing Board of Review, and informational and educational services for the City's landlords and tenants.

## 2. Preservation of Affordable Housing

- a. Home Improvement Program established by CEDO, 1983. During five years of operation, HIP has invested \$49,154 in grants and \$1,542,232 in low-interest loans in repairing, rehabilitating, renovating, and painting 518 units of housing in the city of Burlington, including 286 single-family homes and 232 apartments. In 1987-1988 alone, HIP rehabilitated 33 apartments, 15 rooming units, and 8 single-family houses; another 31 houses were painted under a program providing free paint to eligible homeowners; accessibility grants were provided for 5 buildings, subsidizing the construction of ramps, the modification of bathrooms, and/or the widening of doorways for persons with physical disabilities.

- b. Minimum housing inspection program strengthened with CEDO support (1983-1987), upgrading the soundness and safety of rental housing.
- c. The Burlington Community Land Trust was organized in 1984 with financial and technical support from CEDO and the City of Burlington. Currently included within the BCLT system of limited equity control, which maintains the perpetual affordability of housing, is the following property: 17 single-family houses, 15 apartments in multi-family buildings, 2 commercial units, the Community Health Center, the Firehouse Family Shelter, and 10 units that are currently being developed as transitional housing. An additional 31 units were brought under BCLT control in 1987-1988 alone.
- d. The Lake Champlain Housing Development Corporation was organized in 1985 with the participation and support of CEDO. LCHDC administers a rental rehabilitation program that provides low-interest loans to landlords in Burlington, Winooski, and Colchester.
- e. Charter Change for an Anti-Speculation Tax drafted by CEDO and approved by Burlington's voters, November 1986. [This measure was later defeated by the Vermont Legislature, April 1987.]
- f. The Northgate Task Force, established by CEDO in 1986, brought together a dozen public and private organizations to develop a common strategy for the preservation of 336 units of affordable housing at Northgate. In 1987-1988, CEDO provided financial and technical support for the transformation of the Task Force into the Northgate Non-Profit, an independent corporation that will acquire, rehabilitate, and manage Northgate on behalf of its current residents. CEDO has also funded a variety of organizational and legal services supporting the Northgate-Greenfield Tenants Association to assure that Northgate's residents will have a voice in determining the future of their own homes.
- g. Burlington Employee Retirement System approved \$1 million line of credit for future acquisitions by the Community Land Trust, February 1987.
- h. Condominium Conversion Ordinance, enacted in March 1987, grants tenants and "designated housing agencies" the first right to purchase rental property slated for conversion to condominium or cooperative ownership. A 4% impact fee on units that are converted is dedicated to the preservation and production of affordable housing.
- i. The legal foundations for the development of limited equity housing cooperatives in Vermont were put in place in 1988 with the passage of the Cooperative

Housing Ownership Act by the state legislature and the preparation of a complete set of "model" co-op legal documents. CEDO staff played a prominent role in both. Limited equity housing cooperatives are an effective means of preserving the long-term affordability of multi-family housing. The model will be used by the BCLT, LCHDC, and CEDO to give low-income tenants an ownership stake in their buildings.

### 3. Production of Affordable Housing

- a. Forty (40) single-family houses were created at Howe Meadows in 1985 through a linkage agreement with the Northshore Development Company. Nine of these were sold to the BCLT and will be kept permanently affordable under the BCLT's limited equity control.
- b. A National Housing and Urban Development demonstration project resulted in the construction of forty (40) modestly-priced condominiums at Fairmount Place, 1985.
- c. CEDO secured a Housing Development Action Grant for the production of 148 rental units at South Meadow, 1986. Completion and full occupancy of these units was achieved by the end of 1987. Forty of the units will be kept affordable for very low income households for a period of twenty years. At the end of this period, tenants will be given the opportunity--and a \$3 million grant--to convert all 148 units into a limited equity housing cooperative.
- d. Plans for a pair of new affordable housing projects were supported by CEDO staff in 1987-1988. Awarded a \$2.9 million Housing Development Action Grant from HUD in 1987, CEDO has joined with the Lake Champlain Housing Development Corporation, a private developer, and Housing Vermont to develop 80 units of affordable rental housing on Riverside Avenue. CEDO has also contributed staff support and a \$70,000 Community Development Block Grant to an 83-unit elderly housing project being developed by the Heineberg Senior Housing Corporation and the Cathedral Square Corporation.
- e. CEDO's proposal for a Housing Trust Fund was adopted by the City Council early in 1988. Monies that are dedicated to this Fund (including impact fees collected under the Condominium Conversion Ordinance) must be used to support the development of low and moderate income housing. Priority in all disbursements will be given to housing projects that guarantee perpetual affordability.
- f. The first steps towards a regional, public-private approach to solving Burlington's housing problems were taken in the fall of 1987. CEDO organized two luncheons and a dozen strategy sessions for Chittenden County's business and banking leaders to discuss the need for a

public-private partnership to facilitate the production of hundreds of units of affordable housing in Chittenden County over the next few years. Out of these meetings came a 1988 commitment by the Greater Burlington Industrial Corporation to sponsor and staff an "Affordable Housing Committee"--a possible precursor to the formation of a county-wide housing partnership.

#### IV. ECONOMIC DEVELOPMENT

##### A. POLICY GOALS

Over the past five years CEDO's efforts in the area of economic development were concentrated on the accomplishment of three major goals: job creation, neighborhood revitalization and expansion of the property tax base.

1. Job Creation: In 1983, Burlington had a relatively low unemployment rate when compared with other similar sized cities across the nation. However, CEDO recognized that it was important to pursue job creation strategies because: 1) many of the jobs held by local residents were low-paying service sector jobs that perpetuated poverty and disinvestment in certain neighborhoods of the City; 2) the County economy was vulnerable to the whims of a few large manufacturing firms that were not locally owned; 3) female heads of households and disadvantaged youths were not sharing in the prosperity of the region and; 4) there existed a large pool of professionals who were "under-employed" or employed in positions that did not match their level of experience and education.
2. Revitalization of Neighborhoods: Burlington's downtown center in 1983 was fortunate to enjoy a relatively healthy degree of activity. However, other sections of the City - namely, the Pine Street, King Street and Old North End neighborhoods - were experiencing a rapid rate of decline. CEDO was determined to reverse the trend of disinvestment to ensure that all neighborhoods of the City could share in the region's prosperity.
3. Expansion of the Tax Base: The municipality of Burlington faced serious limits to the expansion of its tax base in 1983. Beside the fact that much of Burlington's land had already been developed, 40 percent of the property is tax exempt. These facts, along with the inherent regressivity of the property tax system, placed an unacceptable burden on elderly, low-income and working class residents.

##### B. STRATEGIES AND ACCOMPLISHMENTS

1. Strategies: CEDO sought to accomplish its goals through the implementation of a coherent strategy. The strategy was based on a 1984 economic development report entitled



Jobs and People: A Strategic Analysis of the Greater Burlington Economy. The report, prepared by the Industrial Cooperative Association of Cambridge, Massachusetts, recommended the implementation of the Local Ownership Development Project (LODP). The project embodied 18 diverse policy initiatives designed to maintain and improve the economic vitality of the region.

These policy initiatives were based on the assumption that local control of the economy is crucial to maintaining economic vitality, and that the development of worker-owned firms is an important long-term goal to ensure more equity and stability in the work place.

In addition to the non-traditional approaches noted above, CEDO has been very aggressive in pursuit of Urban Development Action Grants (UDAG), actively participated in the resolution of parking and infrastructure problems, and has networked extensively with regional and statewide officials.

2. Accomplishments: Over the past five years, CEDO's financial resources for both housing and business-related enterprises have been largely targeted to Pine Street, King Street, and the Old North End. As a result, these neighborhoods have improved dramatically. Over a dozen vacant commercial buildings have been renovated and are now occupied by new businesses. In the Pine Street area alone, 70 businesses have started-up since 1983.

As a result of this revitalization, 6,000 new jobs were created in the City, and the tax base has expanded considerably. The unemployment rate has dropped from 4.3% in 1983 to 1.7% today, which is the lowest rate in the country.

CEDO has gained national recognition for some of these efforts, including two awards from the U.S. Conference of Mayors. In 1987, the Conference honored Burlington's LODP as a model for the prevention of poverty. In 1988, the same group acclaimed Burlington America's "Most Livable City." Also in 1988, the National League of Cities recognized the Women's Economic Opportunity Program (WEOP) for innovation and leadership in job training.

Following is a detailed outline of economic development activities over the past five years. Section 'C' deals with recommendations from Jobs and People that have been implemented, and Section 'D' is a summary of the more traditional strategies that have been pursued.

## C. LOCAL OWNERSHIP DEVELOPMENT PROGRAM

### 1. Small Business "Incubators"

- a. Pine Square Complex: The "Old Coke Plant" was purchased and renovated in 1985 with funds from an Industrial Revenue Bond obtained with CEDO's assistance. At present, twenty-two businesses are located in Pine Square, and five of the original firms have expanded and moved to buildings of their own.
- b. Maltex Building: This facility houses twenty businesses and was the first major building rehabilitated on Pine Street. An Urban Development Action Grant and technical assistance provided by CEDO were essential to the success of this project.
- c. Vermont Maid Building: A portion of this facility was renovated by the Gaslight Homestyle Laundry Center in 1985 with the help of a \$55,000 low-interest loan from CEDO. As a result, eight new businesses have since moved into the building.
- d. Kilburn and Gates Buildings: Following the successful incubator developments on Pine Street, private sector developers renovated the former Lane Press complex (100,000 square feet). Already, eleven businesses have leased space in this facility.
- e. The "Intervale": CEDO facilitated and coordinated the development of this incubator which now includes three businesses, including Gardner's Supply Company.
- f. VPIN: As an outgrowth of the "Town and Gown" consortium, sponsored by the International City Managers Association, CEDO, UVM and other interested parties developed the Vermont Products Innovation Network. Although still in the planning stages, the goal is to create a full-service incubator dedicated to products derived from Vermont agriculture and other natural resources.
- g. Vermont Innovation Summit: CEDO co-sponsored this conference in 1987. It was designed to inform researchers and business people as to available Small Business Innovation Research (SBIR) Grants. The Governor responded by creating a statewide Council on Innovation in 1988.
- h. Legislative Initiatives: CEDO helped draft and promote two important bills subsequently enacted by the Legislature. One amends the state corporation statutes to provide legal certainty to worker cooperatives. The second provides loans through the Vermont Industrial Development Authority (VIDA) for the development of incubators. The program offers loans of up to \$200,000 at 4% interest.
- i. 294 North Winooski Avenue: The former Fassett's Bakery building is being developed into a 32,000 square foot incubator facility with the financial assistance of VIDA.

## 2. Industry

- a. Strategic Analysis: CEDO, in conjunction with UVM researchers, conducted an analysis of the printing and food industries, both rapidly growing sectors of the local economy. The report indicated a need for assistance in job training and recruitment; CEDO is working to help maintain the vitality of these industries.
- b. Land Use: A comprehensive Industrial Land Use Study was completed in 1988. This was conducted in order to identify appropriate sites for manufacturing facilities of up to 100,000 square feet.

## 3. Buy Burlington

- a. Greater Pine Street Business Association: This group, organized and assisted by CEDO, consists of sixty-five small businesses that have acted cooperatively to enhance their competitiveness and increase sales. Together they have set up a model group health insurance policy; developed discount joint advertising; assisted the Baird Center in opening a day care facility for Pine Street workers; and encouraged members to do business with one another by offering discounts. In addition, the Association has published a newsletter and brochures, established a bowling league, and conducted numerous business needs surveys.
- b. Convention Bureau: In 1987, the City contributed a \$25,000 matching grant to the Chamber of Commerce to establish the Bureau in order to market the City as an attractive site for meetings and conventions. The Chamber subsequently raised additional funds from local businesses, and a full-time staff was hired. Now in its second year, the Bureau continues to promote Burlington and has succeeded in booking eighteen conventions.
- c. Export Marketing: In 1987, with the assistance of the International Trade Administration and the Agency of Development and Community Affairs, CEDO sponsored a conference on International Export Marketing. Thus far, seven area businesses have traveled to Canada to investigate export opportunities.

## 4. Investment Capital

- a. State Venture Capital Fund: CEDO worked with the State Economic Development Department to fashion the legislation that created the Fund. It provides venture capital for new and growing businesses.

b. Low-Risk Municipal Investment Fund: CEDO has established a CDBG float loan program to provide short-term financial assistance for economic development projects in Burlington. Funding will come from allocations to other Community Development Block Grant activities that are not expected to be expended during the term of the float loan. The program is expected to create additional jobs and generate additional income to fund other community development activities.

c. Public Pension Funds: CEDO has obtained the approval of the Burlington Employee Retirement System for the provision of a \$2.5 million loan to the Burlington Community Development Corporation in order to develop a supermarket/parking garage on South Winooski Avenue.

d. High-Risk Small Micro-Business Bank Fund: CEDO has developed and administers the Burlington Revolving Loan Program (BRLP) which combines the resources of the borrower, local banks and CEDO's Small Business Loan Fund. Since 1984, BRLP has made fourteen loans resulting in the creation of over 115 jobs. In addition, through BRLP, CEDO has provided a range of management and financial assistance to over 900 businesses.

BRLP also provides grants for technical assistance to worker-owned firms. CEDO has contracted with the Industrial Cooperative Association (ICA) and Ownership Associates to provide such assistance.

e. Interstate Banking: CEDO was active in the hearings leading to passage of Vermont's Interstate Banking Law. Testimony was provided in the areas of disclosure, regulation and net new fund provisions in order to preserve the availability of capital for small and minority-owned businesses.

f. Vermont Job Start: CEDO encouraged the State Office of Economic Opportunity to amend its regulations in order to assist worker-owned businesses. The new rules allow each low-income owner of a small worker-owned firm to borrow \$10,000. Previously, businesses were limited to a maximum of \$10,000.

## 5. Tax Reform

Working with local business people, CEDO helped fashion a series of tax reform recommendations, including the repeal of the inventory business tax in 1986.

## 6. New Venture Ideas

- a. Utilizing ICA's Economic Analysis and the CEDO 1984 Survey of Local Manufacturers, CEDO has disseminated information and provided consulting services to entrepreneurs. This assistance has taken the form of a Progressive Entrepreneurship Forum, identification of unmet needs in the community, matching business ideas with potential workers, financial backing and site location. Additionally, CEDO has worked with the Church Street Center to provide classes for new or potential entrepreneurs.
- b. Import Substitution: CEDO helped ARI Packaging obtain space in a local incubator and to become operational. This firm is now selling supplies to twenty-five Chittenden County businesses.
- c. VEIC: CEDO helped establish the Vermont Energy Investment Corporation (VEIC), which is a statewide non-profit energy services company. VEIC assists low-income landlords and tenants to identify inefficiencies and make cost-effective improvements to their buildings.

## 7. Transportation

CEDO has worked with the Public Works Department, Police Department, the towns of South Burlington and Winooski, Vermont Agency of Transportation, Chamber of Commerce and the State Police to assist the Regional Planning Commission and the Chittenden County Transportation Authority to improve the regional transportation network.

## 8. Youth Employment

The Burlington Youth Employment Program (BYEP) is a non-profit job training program established to assist disadvantaged youth. CEDO provides staff support and funding through the Community Development Block Grant Program. The Organization's budget has grown from \$40,000 to \$300,000 in the past five years.

## 9. Women's Enterprise Development Program

- a. WEOP: The Women's Economic Opportunity Program was created in 1985 by CEDO and the Burlington Women's Council to eliminate employment-related barriers and increase quality employment opportunities for low-income women. This program earned the 1988 National League of Cities Innovations Award for Outstanding Accomplishments in Job Development and Training.
- b. STEP-UP For Women: This program provides comprehensive training and job development for women entering the skilled trades. Participants

include single mothers, displaced homemakers, ANFC recipients and underemployed women. Over 50 women have been trained thus far, and 17 are now working in the trades, while 15 more have found other employment. Twelve of these women have left the welfare rolls. The success of the program is due not only to its training component, but because it addresses issues of child care, transportation, housing, and job discrimination--all factors that contribute to the impoverishment of women.

- c. Women and Construction Trades Ordinance: This ordinance, passed in 1986, requires firms with City-funded contracts over \$50,000 to hire 10% women in all trade categories. WEOP monitors this ordinance and provides assistance to contractors for compliance. Thus far, 62 women have been employed in City-funded trade positions.
- d. Affirmative Action: In 1987, the City adopted a policy requiring all departments to meet a 20% goal for minority and women in trade jobs. WEOP was a key player in the development of this policy and assists in recruitment. Since its passage, five tradeswomen have been hired by the City.
- e. Job Bank and Other Support: WEOP provides a variety of other support services for women including: a Tradeswomen's Job Bank; information referral, advocacy and support group services; publishes WIT, a quarterly networking newsletter, in conjunction with Northern New England Tradeswomen (NNET); co-sponsors the annual NNET Conference and participates in other joint projects such as Training in Non-Traditional Trades For Girls (TNT), which helps school districts to recruit and retain 7th through 12th grade girls in non-traditional vocational programs. In addition, WEOP staff has produced two videos to encourage women to enter the skilled trades.

#### 10. Minority Assistance

MAP: The Minority Assistance Program was created with a \$75,000 grant from the U.S. Small Business Administration to assist minority-owned small businesses and potential entrepreneurs. MAP has contacted over 100 minority business owners to assess their technical assistance needs. A clearinghouse of information, ranging from business plans to course offerings, is available to all small businesses. Technical assistance is being provided through individual consulting, seminars, and the Small Business Resource Network (SBRN). SBRN is a source of professional service providers to small business--accountants, advertisers, attorneys, consultants, insurance providers, and market

researchers. These providers have been surveyed to identify their areas of expertise and experience with minority small businesses.

D. TRADITIONAL ECONOMIC DEVELOPMENT PROGRAMS

1. Urban Development Action Grant Program

UDAG: The Urban Development Action Grant Program has provided Burlington with the resources necessary to stimulate economic development that has enhanced the social and economic vitality of the community.

The UDAG Program has:

- Provided over \$9.4 million in Federal Grants;
- Leveraged over \$40 million in new private investment;
- Generated \$524,969 annually in new property taxes;
- Created, retained or scheduled to create over 1,000 jobs.

UDAG projects completed with technical assistance from CEDO include:

- a. Maltex Building: Restored a 40,000 square foot building for use as a small business incubator (see Section A, 1).
- b. Park Plaza: This project, completed in 1984, consists of two new office buildings and a 120-space parking garage. This complex houses businesses employing over 130 people and was the first new office space created downtown in many years.
- c. Wells-Richardson Building: This lovely old building was renovated in 1984 and is home to twelve businesses that employ 43 persons.
- d. Holloway Block: The renovation of these eight buildings, dating from the 18th century, has strengthened the fabric of this section of town and is an integral part of the larger effort to develop the Burlington waterfront. Completed in 1983, this project now houses businesses employing 81 persons.
- e. FM Burlington: This ambitious project was completed in 1986 and consists of four major elements: an expansion of the Radisson Hotel including 53 rooms and additional meeting, convention and banquet facilities; a 50,000 square foot expansion of the Burlington Square Mall; construction of a 500-space parking garage; construction of the Porteous Department Store. This last item culminated a decade-long effort to attract a major department store to downtown as part of a 20-year multi-phase Urban Renewal Master Plan.

**Current UDAG projects include:**

- f. Corporate Plaza: Currently under construction, this is an 80,000 square foot mixed use building with a 375-space parking garage. It will house the new headquarters of the Bank of Vermont and will contain four units of housing.
- g. 82 South Winooski Avenue: Scheduled to break ground in the spring of 1989, this project includes a 25,000 square foot supermarket and a three-level parking garage containing over 300 spaces. This is a joint venture between the City and the Burlington Community Development Corporation.

**2. Downtown Vitality**

- a. Pyramid Mall: CEDO is working with the Planning Department and City Attorney's office to better understand the impact on Burlington of a proposed regional shopping mall 10 miles outside town. As a part of this effort, CEDO produced a video on the likely effect the mall would have on Vermont. The video includes a look at the experiences of other communities that have a regional mall developed outside of the CBD.
- b. Northeast Development Project: Nine Vermont cities share information and receive technical assistance from the Community Opportunities Group (COG) from Boston. COG has assisted CEDO in the streamlining of the development review process and in improving methods of measuring the impact of developments on the City. As a result, a Technical Review Committee, composed of City Department Heads, meets regularly to review commercial projects.

**3. Regional Networking**

Chittenden County Roundtable: This group, established by CEDO, includes area economic development professionals, town managers, and zoning and planning directors. The group meets regularly to work on projects of mutual concern and has, for example, submitted a report to the State's Growth Commission and conducted an evaluation of the County Regional Planning Commission in an effort to improve the delivery of services to municipalities.

**4. Infrastructure**

- a. Burlington Parking Council: This group, convened by CEDO, consists of representatives of various interested public and private organizations and acts as a sounding board for parking issues.



- b. E-Z Access: This project, developed by CEDO, was created in an effort to provide access to goods, services and jobs for the handicapped. Financial and technical assistance is made available to commercial property owners in target neighborhoods, and thus far 40 businesses have been made handicapped accessible.

## APPENDIX A

### CDBG ORGANIZATIONS & PROJECTS

To meet the statutory purposes of the CDBG Program, the City of Burlington has utilized these federal funds to support the following organizations and projects (a key to the acronyms follows the lists):

#### HOUSING:

Affordable Rental Housing	LCHDC
Burlington Housing Initiatives Program	CEDO
Family Apartment Revitalization	BHA
Heineberg Senior Housing	HC
Hillside Terrace Park	Ward 1 NPA
Housing Co-op 52-65 N. Champlain	CEDO
Housing Improvement Loan Program	CEDO
Housing Maintenance Project	BYEP
Lapidow Acquisition	BCLT
Multi-Family Program	BCLT
Neighborhood Projects	BCLT
Old North End House Painting Program	BYEP
Project HOME	CSC
Responsible Management of Rental Housing	LCHDC
SAVE Northgate	NTA/CEDO
Tenant Resource Center	VTI
Transitional Housing Program	WCCH
Wilson Hotel Restoration	COTS

#### CHILD CARE / YOUTH:

Advocacy for Child Care	CRRC
Affordable Day Care Initiative	Mayor's Office
Child Care Subsidies	BCS
Children's Program	WHBW
CIT-"Y" Program	ASC
City Kids After School Program	P & R
City Kids Summer Program	P & R
Community Based Play Groups	KSAYP
Health Benefits for Child Care Workers	CRRC
Johnson Street Project	KSAYP
Lakeview Shelter	SMS
Multi-Purpose Play Area	KSAYP
Old North End Community Association	
Old North End Little League	
Parent Aide-Family Educator	VNA
Parent Sliding Tuition	BCS
Building Renovations	BBC
Summerfun '88	MAC
Toward Independence	CRRC
(H.O.) Wheeler Play Groups	VNA
Youth Center	MYO

COMMUNITY AND NEIGHBORHOOD DEVELOPMENT:

Cardiac Care Equipment	FD
Lakeside Underpass	PW
Neighborhood Planning Project	Planning
Program Pool	YMCA
Storm Sewer Separation	DPW
Pine Street Sidewalks	Ward 5 NPA
Riverside Avenue Sidewalks	Ward 1 NPA
Sunday Bus Transportation	CCTA
Neighborhood Development Projects	Ward 1-6 NPA's
Old North End Revitalization	CEDO
Bolt, Latch & Lock	ONE Voice
Police Substation	Neigh. Watch
Cooperative Garden Project	BYEP
Burlington Economic Development	CEDO
Public Access T.V. For Low Income	CCTV
Community Gardens	BACG
Lafayette Place Demo Project	Neigh. Assoc.
Battery Park Improvements	CEDO
Johnson St. Revitalization	CEDO

SERVICES FOR THE ELDERLY:

Senior Citizens Food Program	Onion River Coop
Weekday Meals	Interfaith Seniors
Chittenden County Senior Citizens Alliance	
Advocacy For Senior Citizens	CVAAA
Interfaith Senior Center	
Retired Seniors Volunteer Program	
Visiting Nurse Association Home Care	
Project Home	
Heineberg Senior Housing	

ECONOMIC DEVELOPMENT:

Small Business Assistance Program	CEDO
Job Training Program	CEDO
Burlington Revolving Loan Program	CEDO
Facade Improvement Loan Program	CEDO

COMMUNITY PARK PROJECTS:

North Street Pocket Park	BCLT
Lawrence Barnes School Neigh. Playground	Ward 3 NPA
Battery Park Improvements	CEDO
Environmental Park Improvements	BHA
South Park Improvements	Ward 5 NPA
Pomeroy Park	Ward 2 NPA
Waterfront - Perkins Pier	CEDO
Schmanska Park Renovation	Ward 1 NPA

### HANDICAPPED ACCESSIBILITY PROJECTS:

Special Services Transportation	SSTA
E-Z Access	CEDO
504 Coordinator	CEDO
Elderly/Handicapped Access in Ward 5	Ward 5 NPA
Flynn Theatre Handicapped Accessibility	Flynn Theatre
Handicapped Access	Treasurer's Office

### HUMAN SERVICE PROGRAMS:

Adult Day Care	VNA
Affirmative Action Program	CEDO
Burlington Mediation Project	
Burlington Women's Council	BWC
Chittenden County Court Diversion	
Elizabeth Lund Home	
Emergency Food Shelf	CCA
Home Care	VNA
Housing Assistance Program	CCA
Literacy Campaign	ABE
Operation Snowshovel	BYEP
Project Self-Sufficiency	CCA
Sexual Support and Awareness	WRCC
Shelter for Battered Women & Children	WHBW
Sliding Fee Scale	CHC
Streetworker Program	COTS
Warmth Support Program	CCA
Waystation	COTS
Women's Economic Opportunity Program	CEDO

A summary description of these programs is available at CEDO.

### KEY TO ORGANIZATIONS

ABE	Adult Basic Education
ASC	After School Care
BACG	Burlington Area Community Gardens
BBC	Burlington Boys Club
BCLT	Burlington Community Land Trust
BCS	Burlington Children's Space
BHA	Burlington Housing Authority
BYEP	Burlington Youth Employment Project
CCA	Chittenden Community Action
CCTA	Chittenden County Transportation Authority
CCTV	Chittenden Community Television
CEDO	Community & Economic Development Office
CHC	Community Health Center
COTS	Committee on Temporary Shelter
CRRC	Child Care Resource & Referral Center
CSC	Cathedral Square Corporation
CVAAA	Champlain Valley Area Agency on Aging
DPW	Department of Public Works
FD	Burlington Fire Department

KEY TO ORGANIZATIONS (Continued)

HC	Heineberg Corporation
KSAYP	King Street Area Youth Program
LCHDC	Lake Champlain Housing Development Corporation
MAC	Mayor's Arts Council
MYO	Mayor's Youth Office
NTA	Northgate Tenants Association
P & R	Burlington Parks & Recreation Department
Planning	Burlington Planning & Zoning Department
PW	Burlington Public Works Department
SMS	Shaker Mountain School
SSTA	Special Services Transportation Agency
VNA	Visiting Nurse Association
VTI	Vermont Tenants, Inc.
Ward 1-6 NPA	Neighborhood Planning Assembly
WCCH	Women's Consortium for the Construction of Housing
WHBW	Women Helping Battered Women
WRCC	Women's Rape Crisis Center
YMCA	Young Men's Christian Association

COMMITTEES, ADVISORY GROUPS & BOARDS

CEDO wishes to acknowledge the following individuals who assist and advise us in our work:

ALDERMANIC COMMUNITY DEVELOPMENT COMMITTEE

- \* Art Anderson (Ward 5)
- Tom Smith (Ward 3)
- Paul Sutherland (Ward 6)

ALDERMANIC RIVERSIDE AVENUE REVITALIZATION COMMITTEE

- \* Erhard Mahnke (Ward 1)
- Terry Bouricius (Ward 2)
- Sharon Bushor (Ward 1)

ALDERMANIC WATERFRONT COMMITTEE

- \* David Thelander (Ward 6)
- Art Anderson (Ward 5)
- Gene Bergman (Ward 2)

BOATHOUSE ADVISORY GROUP

- |                        |                      |
|------------------------|----------------------|
| - James Barrett        | - Rich Greenough     |
| - Carolyn Bates        | - Kathleen Hibbert   |
| - Marcel Beaudin       | - Pam Hurst          |
| - Jack Bergeron        | - Roxanne Leopold    |
| - Paul Bruhn           | - Charlie McClintock |
| - Dan Couture          | - Susan McKibben     |
| - Rick Davis           | - Bill Murray        |
| - Domenica DeAngelis   | - Steve Pond         |
| - Jim Dunn             | - Karl Sklar         |
| - Laurie Smith Falzone | - Margaret Strouse   |

BURLINGTON REVOLVING LOAN PROGRAM LOAN REVIEW BOARD

- \* Lynda Kingsbury, Treasurers Office, City of Burlington
- Frank Bouchett, Owner, Pier 1 Imports
- Marcy Harding, V.P., Howard Bank
- Margot Kelsh, Accountant
- Ken Russack, Owner, Daily Planet
- April Werner, Owner, April's Attic

\* = Chairperson

#### CDBG ADVISORY GROUP - 1988

- Gretchen Bailey, City Attorney's Office
- Terry Bouricius, Alder (Ward 2)
- Nancy Chioffi, Alder (Ward 5)
- Liz Curry, NPA (Ward 2)
- Dolly Fleming, United Way
- Pam Green, Agency of Human Services
- Jane Nesbitt, NPA (Ward 3)
- Brian Pine, NPA (Ward 1)
- Burton Rubenstein, NPA (Ward 5)
- Paul Sutherland, Alder (Ward 6)
- Ann Vaughn, NPA (Ward 4)
- Susan Wheeler, NPA (Ward 6)

#### NEIGHBORHOOD PLANNING ASSEMBLY STEERING COMMITTEES

- WARD 1: Jim Court, John Dunleavy, Frank Hewitt, Maurice Mahoney, Ruth Waldman
- WARD 2: Clara Bornstein, Kelly Cullins, Suki Lilienthal, Mark Montalbon
- WARD 3: Brenda Alvarez, Lauren Glen Davitian, Ned Eldredge, Shaune Higgins, Flora Palm, Sally Williams
- WARD 4: Connie Haskins, Geneva Sprague, Ann Vaughn
- WARD 5: Tom Arnold, Rosalee Klug, Paul Lafayette, Janet Merchant, Sue Rivers, Burton Rubenstein
- WARD 6: Paul Fleckenstein, Bob Halverson, Susan Wheeler

#### OLD NORTH END ALDERMANIC COMMITTEE

- \* Gene Bergman (Ward 2)
- Terry Bouricius (Ward 2)
- Barbara Nolfi (Ward 3)

#### STEP-UP ADVISORY COMMITTEE

- Jim Dousevicz, Kessel-Duff Construction
- Pam Lafayette, Office Manager, F.R. Lafayette, Inc.
- Lorraine Gardner, Essex Plumbing and Heating
- John Shingler, Adult Services Coordinator, Essex Junction Area Vocational Center
- Joyce Shortt, Director, Child Care Resource & Referral Center
- Kay Sizen, Employer Relations, Vermont Job Service

\* = Chairperson

WOMEN AND CONSTRUCTION TRADES ORDINANCE ADVISORY COMMITTEE

- Gretchen Bailey, City Attorney's Office
- Jeanne Morrissey, Construction Project Manager, Wright & Morrissey, Inc.
- Lynda Siegel, WACTO Enforcement Officer (CEDO)
- Deb Venn, Coordinator of Training in Non-Traditional Trades For Girls
- Martha Whitney, Coordinator, Women's Economic Opportunity Program



**CEDO STAFF**

**DIRECTOR  
Peter Clavelle**

Peter has been the Director of CEDO since the office was created in 1983. He has the primary duty and responsibility of carrying out the programs and purposes of the office. The Director is directly accountable to the City Council and is appointed annually by the Mayor with the consent of the majority of the Board of Aldermen. Peter has 15 years of government experience and has previously served as a City Manager and State Department Head. He has a B.A. in Urban Studies and a Master's in Public Administration from Syracuse University.

**ADMINISTRATIVE SECRETARY  
Denise (Dubois) Girard**

Denise is responsible for overall office coordination as well as administrative tasks associated with the Community Development and Housing Divisions. In this capacity, she administers the City's Free Paint Program, prepares and submits reports to the Federal Government, and conducts Environmental Reviews. She also performs word processing and various clerical functions for the office as well as supervises the clerical staff. Denise is a graduate of Burlington High School, where she majored in Secretarial and Business courses.

**COMMUNITY DEVELOPMENT**

**ASSISTANT DIRECTOR FOR COMMUNITY DEVELOPMENT  
Michael Monte**

Michael oversees the activities of the Community Development and Administration Divisions. He supervises the work of Betsy Rosenbluth and Kathy Longe. He is directly involved in Waterfront development activities, including the construction of the Bike Path and management of the Waterfront Bond. He also supervises the staff and programs of the Burlington Community Boathouse. Michael manages the general budget, is responsible for general personnel issues, and is involved in program policy and planning issues that affect the entire office.

Michael has a B.A. in Community Development. He also has eight years experience working with neighborhood-based non-profits prior to his being hired by the City in May, 1982.

## COMMUNITY DEVELOPMENT (Cont.)

### **FINANCIAL ASSISTANT**

**Kathy Longe**

Kathy is responsible for the fiscal management of CEDO's \$10+ million dollar budget, including preparation and management of CEDO's administrative budget, federal and state projects administration, and the management of CEDO's loan portfolio. Kathy is a graduate of Burlington High School, where she majored in Secretarial and Business courses.

### **COMMUNITY DEVELOPMENT PROGRAM ASSISTANT**

**Betsy Rosenbluth**

Betsy shares responsibility for administering the City's Community Development Program. She is also responsible for providing technical and staff support to the Neighborhood Planning Assemblies (NPA's), as well as administering all neighborhood development projects funded through the NPA's. She is in charge of a variety of policy, planning, and other citizen participation issues. She works on special planning and research projects relating to the Waterfront, Bike Path, Riverside Avenue revitalization, beautification, and Old North End revitalization. Betsy has a B.A. in biology from UVM and is currently a graduate student in Natural Resource Planning. She worked in Environmental Assessment/Water Quality Monitoring prior to working in community development planning.

### **OFFICE ASSISTANT IV**

**Sheri Shusda**

Sheri greets the public, both at the front desk and over the phone. She distributes information and answers questions on the many programs CEDO offers. Her duties also include word processing, typing, bulk informational mailings, and ordering supplies for the office. She is a graduate of Champlain College with an Associate Science Degree in Executive Secretarial skills.

### **GENERAL MANAGER / COMMUNITY BOATHOUSE**

**Nick Warner**

As General Manager of the Community Boathouse, Nick was responsible for overseeing the construction last June. He is active in developing events and programs, fund-raising, supervising staff, and providing input into waterfront and lake issues. Nick previously worked in sales and marketing, as an aquatic and sailing instructor, and as an independent contractor. He has a B.S. in Education from UVM, and minors in Music and Political Science from the University of Massachusetts at Amherst.

## HOUSING

### **ASSISTANT DIRECTOR FOR HOUSING**

**John Davis**

John is responsible for the general administration of CEDO's housing programs. He works with Peter to develop new housing policies and initiatives, as recommended by the Affordable Housing Task Force and City Council. He also oversees enforcement of the City's Condominium Conversion Ordinance and provides assistance to limited equity housing cooperatives. John has over 10 years of experience in community organizing, neighborhood planning, and low-income housing development. He has an M.S. and Ph.D. from Cornell University.

### **HOUSING REHABILITATION COORDINATOR**

**Tom Dillon**

Tom's concerns are the preservation and improvement of existing affordable housing, including rehabilitation of substandard units and continuation of occupancy of homes for elders. These projects are grouped under the Housing Initiatives Program and include Home Improvement Loans, Free Paint, Handicap Access Grants, and Reverse Equity Loans. He also monitors Davis-Bacon Act compliance for Federally funded contracts. Tom has worked on low-income housing issues for 5 years and has a B.A. from Middlebury College.

### **HOUSING DEVELOPMENT SPECIALIST**

**Amy Wright**

Amy is responsible for housing development: initiating City-sponsored projects that produce or preserve affordable housing. She utilizes federal, state, and local resources to create the financial packages that enable non-profit and for-profit developers to provide housing for low and moderate income households. Amy is the Burlington representative to the Lake Champlain Housing Development Corporation, a regional organization developing affordable rental housing in Chittenden County. She has a B.S. from Cornell University and has worked on housing management and development for 9 years.

## ECONOMIC DEVELOPMENT

### **ASSISTANT DIRECTOR FOR ECONOMIC DEVELOPMENT**

**Bruce Seifer**

Bruce is responsible for CEDO's large and small scale business development programs. Bruce administers the Local Ownership Development Project, Burlington Revolving Loan Program (BRLP), the Urban Development Action Grant Program (UDAG), and the Old North End Revitalization Program. He also provides advice to over 100 small business entrepreneurs every year. Bruce has a B.S. in accounting from the Ohio State University and 14 years' experience in business management and economic development. Bruce has worked for CEDO for 5 years.

**ECONOMIC DEVELOPMENT SPECIALIST**  
**Douglas Hoffer**

Doug works on a variety of economic development initiatives. His current responsibilities include managing the Supermarket/Parking Garage Project, including a \$1.66 million UDAG; coordinating efforts to develop "Alternative Use" and "Conversion" plans for local industrial enterprises experiencing severe cutbacks or threatened with closing; providing technical assistance to those interested in starting or converting to an employee-owned business; working with the University to promote progressive economic spin-offs from expanded research activities in biotechnology; and providing staff support to the Aldermanic Community Development Committee. Doug has a B.A. in Political Science from Williams College and a J.D. from S.U.N.Y. at Buffalo.

**MINORITY ASSISTANCE PROGRAM COORDINATOR**  
**Diane Meyerhoff**

Diane works with Bruce on the Minority Assistance Program (MAP). She is responsible for assessing the needs of minority businesses and providing assistance through seminars, consulting sessions, and a variety of other resources. Diane recently joined CEDO after receiving a B.A. in Political Science from Middlebury College.

**STEP-UP/WOMEN'S RESOURCES COUNSELOR**  
**WOMEN AND CONSTRUCTION TRADES ORDINANCE ENFORCEMENT OFFICER**  
**Lynda Siegel**

Lynda works as a team with Martha and is the instructor for the Women's Resources Classroom Training Component of STEP-UP. She develops and teaches the curriculum and provides ongoing, job-related counseling to all the women in the program. She is also the Enforcement Officer for the Women and Construction Trades Ordinance and monitors all compliance and enforcement for active City contracts. Lynda also coordinates the Tradeswomen's Job Bank. She has her B.A. in Human Services and has worked with programs designed to empower women for the past eight years.

**WOMEN'S ECONOMIC OPPORTUNITY PROGRAM COORDINATOR**  
**Martha Whitney**

Martha is responsible for the administration of the Women's Economic Opportunity Program. The focus of her work is to develop initiatives to help women access higher paying jobs in the non-traditional trades and through small business ownership. She is the Project Coordinator of STEP-UP, a training program for women entering the skilled trades, now entering its third year. Martha has worked for the past eight years as a non-profit administrator and advocate addressing housing and women's employment issues.

CEDO INTERNS

- |                   |                     |                  |
|-------------------|---------------------|------------------|
| - Charles Berle   | - Mary Beth Hammond | - Liz Schiavone  |
| - Mark Bermingham | - Chris Hellman     | - Debbie Schmidt |
| - Jones Deady     | - Steve Lemay       | - Scott Snyder   |
| - Andrew Garcia   | - Tom Lyons         | - Carol Wayman   |
| - Meg Grady       | - Lisa Matlin       | - Heidi Wehner   |
| - Rich Germain    | - David Pirtle      |                  |

FORMER CEDO STAFF

- |                      |                    |
|----------------------|--------------------|
| - Victoria Bilski    | - James Roistacher |
| - Veronique Collier  | - Brenda Torpy     |
| - Alice Couchey      | - Willy Vandercar  |
| - Jeffry Glassberg   | - Carol von Rohr   |
| - Patricia Hollinger | - Laura Weeks      |
| - Bruce Hyde         | - David Weinstein  |

### AWARDS & CITATIONS

1. U.S. Conference of Mayors, City Livability Awards, Most Livable City, Burlington, Vermont, 1988
2. United Nations International Year of Shelter for the Homeless Special Merit Award for the Burlington Community Land Trust, 1987
3. National League of Cities & Towns, Innovations Award for Job Training & Job Development, 1988, Women's Economic Opportunity Program
4. Xerox Corporation and the United States Conference of Mayors, Tenth Annual Mayors' Awards Program, 1987, Local Ownership Development Program
5. Housing & Urban Development (HUD), 1986 Certificate of National Merit Natural Recognition Program for Community Development Excellence
6. Progressive Architecture Magazine, P/A Awards Program, 1988 Citation for Urban Design & Planning, Burlington Urban Design Study
7. Housing & Urban Development (HUD), Special Recognition by the Region for its Services to the Homeless Population, 1987

COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

(FIVE-YEAR INCOME PROFILE)

JULY 1983 - JUNE 30, 1988

I. COMMUNITY DEVELOPMENT BLOCK GRANT (ENTITLEMENT)

1) ENTITLEMENT 83	\$ 799,000
2) JOBS BILL 83	330,000
3) ENTITLEMENT 84	788,000
4) ENTITLEMENT 85	798,000
5) ENTITLEMENT 86	684,000
6) ENTITLEMENT 87	688,000

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SUB-TOTAL	\$ 4,067,000
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II. URBAN DEVELOPMENT ACTION GRANTS (Includes HoDAGS)\*

1) MALTEX	\$ 675,000
2) WELLS-RICHARDSON	300,000
3) FM BURLINGTON	4,000,000
4) SOUTH MEADOW (HODAG)	3,515,000
5) SUPERMARKET	1,660,000
6) CORPORATE PLAZA	2,006,675
7) RIVERSIDE AVENUE (HODAG)	2,900,000

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SUB-TOTAL	\$15,056,675
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III. MISCELLANEOUS GRANTS RECEIVED

1) NATIONAL ENDOWMENT FOR THE ARTS	\$ 20,000
2) HUD/SBA TECHNICAL ASSISTANCE	4,000
3) NORTHEAST DEVELOPMENT PROJECT (HUD)	15,000
4) PROJECT SELF-SUFFICIENCY	452,872
5) SECTION 312	16,700
6) JTPA	4,950
7) REACH-UP	75,000

8)	SENEGALESE	5,150
9)	MCKINNEY/EMERGENCY SHELTER	158,365
10)	SBA/MINORITY ASSISTANCE	75,000
11)	DOMESTIC ABUSE INTERVENTION PROJECT	20,000
12)	STEP-UP	65,905
13)	NORTHERN NEW ENGLAND TRADESWOMEN	14,785

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	SUB-TOTAL	\$ 927,727
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IV. PROGRAM INCOME

1)	LOAN GUARANTEE FUND (KING STREET)	\$ 389,948
2)	LOAN FUNDS (BUSINESS & HOUSING)	1,023,073
3)	UDAG/HODAG PAYBACKS	544,774

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	SUB-TOTAL	\$ 1,957,795
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	TOTAL	<u>\$22,009,197</u>
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\*Does not include the following UDAG's developed prior to 1983:

1)	HOLLOWAY BLOCK	\$ 215,000
2)	PARK PLAZA	625,000

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	SUB-TOTAL	\$ 840,000
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	5-YEAR INCOME (AS II ABOVE)	\$15,056,675
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	TOTAL UDAG'S/HODAG'S	\$15,896,675
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