

previous auditor, P.F. Jurgs and the Merchants Bank for their cooperation and assistance over the past two years. The many improvements in the City's budgeting and accounting systems in the past two years were greatly facilitated by the support of P.F. Jurgs. Similarly, the Merchants Bank was responsible for assisting the Treasurer's Office in modernizing the City's financial system and in particular developing a program for the daily investment of the City's idle cash. The Treasurer's Office also solicited bids for Survivor's Insurance for City employees, uniforms for various City Departments, stationery and office supplies and over 1.2 million gallons of gas and fuel oil for the entire City, the CCTA and several neighboring communities. The coordinated purchasing of these materials results in substantial costs savings. The firm of Hickok and Boardman was selected to provide Survivor's Insurance. This resulted in improved insurance for employees at a savings of approximately \$50,000 a year. Finally, after a lengthy bidding process, the City selected the Union Street Management Corporation to serve as the facility manager and promoter for Memorial Auditorium. With the recent improvements to the Auditorium, it

Community and Economic Development Office

**Peter Clavelle
Director**

The Board of Aldermen, in May of 1983, with the strong urging of Mayor Sanders, created a Community and Economic Development Office (CEDO). The resolution creating the office stated that the "City's present role in economic development should be expanded in scope and focus, and the City must develop and implement a comprehensive community/economic development strategy." The CEDO has

is anticipated that the professional management of the facility will result in expanded use as a resource to the community.

With regard to the coming year the major tasks and challenges include the issuance of the \$26 million of bonds approved by the voters in November and completing the modernization of the City's financial systems. With the start of the fiscal year on July 1, 1984 the City converted to a computer system for the accounting of the City's \$28 million a year finances. This conversion effort has been an enormous and difficult undertaking and would not have been possible without the support and cooperation of the staff of the many departments of the City. However, computerizing the City's finances promises to dramatically improve our financial management capability.

In closing, I would like to thank the staff of the Treasurer's Office for their dedication and commitment over the past year. The process of change and innovation in the Treasurer's Office required long hours of work. The accomplishments of the past year would not have been possible without the efforts of Sherri Molleur, Charlene Greene, Arlene Lothian, and Assistant Treasurer Barr Swennerfelt.



been charged with the responsibility to develop, coordinate, implement and administer programs and activities in the areas of community development, economic development, housing, the waterfront development, neighborhood revitalization and citizen participation.

Development projects being proposed will clearly change the urban environment of Burlington. The establishment of the CEDO creates an organizational capacity to promote and stimulate desired development, while resisting haphazard and unplanned development. Today, pre-development agreements for major projects are being negotiated, joint public/private ventures are being pursued, a dialogue involving affected parties is taking place before

pansion of the Radisson Hotel by 57 guest rooms and an additional 10,000 square feet of meeting and banquet space. A new 505 space parking garage with covered access to the hotel will be constructed. The Radisson Hotel will now be able to accommodate regional and association conventions. The project also includes expansion of retail space (32,500 square feet) within the Burlington Square Mall. Construction has begun, and the project is scheduled for completion in late 1985.

- A second UDAG funded the rehabilitation of the historical Wells-Richardson Building (next to Bennington Pottery) on College Street. The project is completed and substantially leased.



designs are set, jobs are being created, and affordable housing is being built.

Below are the highlights of major projects and activities involving the CEDO:

UDAG Spur Development

Three applications for Urban Development Action Grants were approved by the Department of Housing and Urban Development. The grants, totalling \$5 million, will leverage a private sector commitment of over \$25 million, create an estimated 556 new, full-time, permanent jobs, and generate an additional \$332,633 per year in property taxes.

- The FM Burlington Project includes the ex-

- The third UDAG project involved the restoration of the Maltex Building on Pine Street (across the street from Floyd's Mower Repair) for industrial and commercial space. The so-called incubator space will stimulate small business start-ups and expansions leading to the creation of quality jobs.
- The second phase of the UDAG-funded Park Plaza Project (located on the corner of College and St. Paul streets) is under construction. This phase of the project involves the construction of an additional 30,000 square feet of retail and office space and will lead to the creation of an additional 60 jobs.

New Department Store

In October it was announced that Porteous, Mitchell and Braun will be breaking ground for a new department store to be located on Bank Street. The Burlington store will be the sixth major department store for Porteous. The store, which encompasses 70,000 square feet of retail space, is scheduled to open in October 1985. CEDO was actively involved in negotiations with Porteous and FM Burlington. The UDAG-funded parking facility will provide parking required for the project.

and accomplishments include:

- An unprecedented process of citizen participation took place in January and February 1984. The public was present and reacted to the Alden Corporation's plans at meetings sponsored by the City's six Neighborhood Planning Assemblies. An estimated 800 people attended and expressed support for the project. Preliminary plans were revised based upon comments and criticisms received. A Waterfront Survey conducted by CEDO was one



Perkins Pier at the Waterfront.

Revitalizing the Waterfront

Waterfront Development — In the past year, the City of Burlington, in concert with a private developer, has initiated a major waterfront development project. The estimated \$100 million investment in this project represents an extraordinary magnitude for a City of 38,000. Both the substance of the development plan and the process for creating and reviewing the plan represent a unique model for urban development projects and the integration of arts and culture in such projects. CEDO is responsible for the coordination and implementation of the Alden Waterfront Project and other waterfront development activities. Significant activities

method of measuring public opinion for Alden's plans.

- A preliminary Land Use Plan/Master Plan for Alden's property was approved by the City Council in June 1984. The Alden Plan includes a mixed-use of activities including public open space and amenities, retail, office, inn, residential, and marine-related uses. The Plan includes a continuous pedestrian corridor along the lakefront; an average building setback exceeding 60 feet; handicapped access; preservation and enhancement of views; conversion of Union Station to a building housing a natural

history museum, a children's resource center, and a visitor information center; the creation of an arts center in the old Haigh Mill; the establishment of a Community Boathouse; the provision of a public marina; a commitment to a mixture of housing; and a bike path through the project.

- CEDO negotiated a Pre-Development Agreement, which establishes the framework for a public/private sector partnership and outlines the basic commitments and expectations of both the developer and the City in the Alden Plan. The Agreement stipulates that the development must provide for extensive public access and recreational and cultural opportunities for all citizens of Burlington; sets forth a process for planning which provides for input and review by the general public; and requires that the general public support and endorse the proposed project.
- CEDO, with the City Attorney's Office, negotiated a joint stipulation resolving long-standing legal questions concerning the title to filled lands in the Burlington Waterfront. In order to assure marketable title to the filled land and to guarantee perpetual public use and enjoyment of the waterfront area, Alden has agreed to convey to the City several acres of land including: land for a public park between Union Station and the Naval Reserve property, a pedestrian promenade which will run along the entire lakeshore, and land for a bicycle path. In addition, the stipulation calls for a legal covenant that the adjacent properties which are to be privately developed will forever be put to uses which do not unreasonably obstruct or interfere with the public's right to use and enjoy the properties conveyed to the City.
- CEDO is using its best efforts to obtain funds under the UDAG program and other financing programs for infrastructure improvements and other financing needs for the development. Following months of analysis and negotiations, a UDAG

grant application was submitted to the Department of Housing and Urban Development in November, 1984.

- CEDO continues to work with the Naval Reserve in an attempt to identify a suitable location and secure the funding required for their relocation. The property, when vacated by the Naval Reserve, will revert to the City and become part of a proposed City park. The Vermont Congressional delegation is working very closely with the City in this regard.
- CEDO is assisting Alden in obtaining permits and approvals required for the project.

Support for Small Business and Neighborhood Revitalization

- The City has committed \$381,950 to the Burlington Revolving Loan Program (BRLP). The program is designed to aid and support the City's small business sector. The program offers attractive and affordable long-term financing to existing and new Burlington businesses. It is expected that BRLP will create or result in the retention of at least 60 full-time jobs. To date, five small business loans have been made.
- The Burlington Local Ownership Development Project is a special initiative of CEDO designed to encourage the start-up of a range of locally owned and controlled business enterprises. The local ownership business development strategy seeks to create quality and stable job opportunities for Burlington residents. Project objectives will be achieved through import substitut-



Jim Roistacher, Pat Hollinger, Bruce Seifer, David Weinstein, Michael Monte, Amy Wright, Denise Debois, Brenda Torpy, Cathy Longe.



North Street Revitalization.

tion start-ups; conventional entrepreneurial start-ups; and the conversion of retiring owner businesses to local ownerships. Job creation activities will be specifically targeted to low income heads of households and working class youth. An advisory board consisting of a diverse group of citizens guides the project.

- CEDO, with the support of the Small Business Development Center, provides technical assistance to local businesses on an on-going basis. Assistance includes: the packaging of loan applications; development of business plans; matching of business needs with available space; identification of employee training resources; and the provision of general information and referral to small businesses. CEDO has also organized special seminars for the small business community in cooperation with the Church Street Center.
- The citizens of Burlington have identified the need for a state-of-the-art supermarket in the downtown area. The Board of Aldermen has authorized the solicitation of proposals to develop a supermarket on City-owned property on South Winooski Avenue. CEDO has solicited proposals from interested developers. An independent consultant, retained by CEDO, has completed a study which evaluates the site,



analyzes the Burlington area market; and projects sales for the supermarket. Proposals have been requested from potential developers and supermarket suppliers and operators.

- CEDO has developed and is implementing a comprehensive approach to revitalize and encourage investment in the Old North End. Small business and housing improvement loans are targeted to that area. Six facade improvement loans have been approved. A Community Police Program was initiated with community development funds. The Battery Park playground has been upgraded. The long vacant Mazel's store is now the home of Mel's Drugs.
- CEDO has developed E-Z Access, a handicapped access project. The purpose of the project is to offer financial assistance to commercial property owners in the target neighborhoods in an effort to provide access to goals, services, and/or jobs for the handicapped.
- CEDO has established a CDBG Float Loan Program to provide short-term financial assistance for economic development projects in Burlington. Funding for the program will come from allocations to other Community Development Block Grant (CDBG) activities which are not expected to be expended during the term of the float loan. An

absolute pre-condition for any float loan will be an unconditional, irrevocable Letter of Credit from a lending institution in order to assure the availability of funding to complete all planned CDBG activities. The Program will create additional jobs and generate additional income to fund community development activities.

A Larger View...

- The City of Burlington is witnessing unprecedented development activity. The community will clearly be impacted by these projects — some impacts will be positive, others will not. CEDO has instituted a process of negotiating Pre-Development Agreements for major housing and commercial development projects. These agreements structure a project to benefit the City, while providing more certainty and assuring equitable treatment to developers. Agreements have been or are being negotiated for the following projects: Alden Waterfront Redevelopment; Village at North Shore; Howe Meadow; and South Meadow. Negotiated agreements are sent to the City Council for their consideration and action.
- The City of Burlington has been selected to participate with eight (8) other Northeast region cities in the Northeast Economic Development Program. Technical and management assistance is available for consultants and municipal staff in the selected communities. The intent is "to learn from our peers" and try to avoid "reinventing the wheel" in preparing local economic development strategies.
- The improvement of the City's sewer system and wastewater treatment plant are critical needs which must be addressed. The improvements are required to end the environmental degradation of Lake Champlain, eliminate health hazards and nuisances caused by sewer back-ups and streets, and to expand the capacity of the treatment plants to allow for future growth and development. CEDO has been actively involved in the Wastewater Task Force which has studied and recommended solutions to these problems. Charter changes and an ordinance have been recommended which will require developers to pay a reasonable fee for the expansion of treat-

ment plants. Finally, CEDO has negotiated for the acquisition of 3.42 acres of property at the foot of Maple Street. This property will allow for the expansion of the main treatment plant, future development of storage for combined sewer overflows, and will also allow for the expansion of the Perkins Pier boat launching and parking facilities. Voters, in November 1984, authorized a \$22.3 M bond to finance required improvements.

- Parking could be a problem in downtown Burlington in the not-too-distant future. The public and private sectors must work together to identify creative solutions to address this dilemma. CEDO is meeting regularly with developers, businesspersons and staff of the Planning and Traffic Departments in an effort to devise solutions to the parking problem before a crisis occurs.

Improving and Expanding Housing

- Over 175 housing units have been upgraded since June 1983 through CEDO's Housing Improvement Program (HIP). Sixteen (16) housing units were modified for handicapped accessibility through the grant program. In cooperation with the Public Health and Safety Department and the Sara Holbrook Center, \$7,500 was made available to the Katon Memorial Fund to supply free smoke detectors to low/moderate income families. Over 65 units were supplied with free paint.
- An application of \$3.8 million was awarded by HUD for the new construction of 160 units known as the South Meadow Project. The developer is Coburn, Cooper & Feeley. Eighty of the units will be rental, while 80 units will be cooperatively owned. The rentals will have 48 two-bedroom and 12 three-bedroom market rate units, and 20 moderate income, three-bedroom units. The Cooperative will have 60 market rate, two-bedroom units and 20 moderate income, three-bedroom units. The moderate income, large family units will account for 25% of the total development.
- Housing staff negotiated a "Lump Sum Drawdown" Agreement with the Bank of Vermont which leverages 3/4 of a million dollars of private investment in Target Area housing, creates new housing funds through



Some results of the Housing Improvement Program.

investment, and provides the most cost effective and efficient loan and accounting services to the program.

- Housing staff worked closely with the municipalities of Winooski, South Burlington and Colchester in the development of HUD's Rental Rehab Program, which makes available \$420,000 for the rehabilitation of 120 units and 88 Section 8 Certificates for tenants. Loans must be matched dollar for dollar.
- CEDO worked closely in the development of the Burlington Community Land Trust, utilizing a \$200,000 seed grant from the City of Burlington. The Land Trust insures affordable housing by buying housing and land, and selling the house and leasing the land to first-time homeowners. The resale price of the house is limited through the lease agreement. Since its beginning with an informational meeting in December 1983, the Land Trust has incorporated, developed an acquisition strategy, elected a nine-member Board, developed lease documents, and has 50+ active members working in four (4) committees. It has purchased one (1) home, will exercise its options on a two-

unit apartment building, and is working with a developer in the development of nine newly constructed homes on Gazo Avenue. The Land Trust is an independent, non-profit corporation with a community board.

- Housing staff, in cooperation with the City Attorney's Office, developed two (2) rental housing ordinances, one relating to anti-discrimination and another relating to security deposits. The anti-discrimination ordinance provides equal opportunity in housing, requires fair housing practices, and penalties for those who discriminate against persons because of age, sex, sexual preference, race, religion or handicap.
- An inclusionary zoning ordinance was developed which attempts to create affordable housing through insuring that large developments of ten (10) units and more must guarantee that 30% of the units should be affordable to low and moderate income families.
- Discussions continued with Alden through the year in order to formulate a strategy to construct affordable housing units on the waterfront.



Improving buildings for handicapped access.



- CEDO continues to work with the University of Vermont to implement a program to mitigate the pressure of students on local housing.
- The Northgate Housing Development was weatherized through the cooperation of the Burlington Electric Department, CEDO, and the private developers.
- Burlington was one of ten communities in HUD's Region I (New England) which was picked to participate in HUD's Joint Ventures Program. Joint Ventures provides technical assistance to municipalities who have a solid track record in innovation and administration of housing programs.
- CEDO secured a Federal Section 312 loan for a six-unit building for \$16,700.
- The Home Improvement Program provided two rehabilitation loans to the Committee on Temporary Shelter, the second of which leveraged \$200,000 in bank financing for the purchase of the building which provides both temporary and residential shelter to the City's homeless.

Support for Human Services

- A number of human service programs were funded with Community Development

Block Grants for Entitlement 1983 and 1984 and with the Jobs Bill:

Entitlement, 1983 and Jobs Bill

- Mayor's Youth Office
- Advocacy Rights Council
- Shaker Mountain School
- Elizabeth Lund Home/Young Parents Program
- Chittenden County Court Diversion
- Visiting Nurse Association/Adult Day Care
- Interfaith Senior Citizen Center
- Special Services Transportation Agency
- YMCA — Pool Program
- King Street Youth Center
- Community Health Center Renovations
- Adult Basic Education/Literacy Campaign
- Community Police Patrol, Old North End
- Teenage Project
- Community Arts Program, Mayor's Arts Council

Entitlement 1984

- Old North End Community Center
- Burlington Parent Aide/Family Education Project (VNA, Maternal Child Health)

- Child Care Subsidies (Children's Place)
- Children's Program (Women Helping Battered Women)
- Housing Renovation Project (Burlington Youth Employment Program)
- Burlington Boy's & Girl's Club Expansion
- Get Up & Go Adult Day Care (VNA)
- Tenant Resource Center (Chittenden Community Action)
- Emergency Food Shelf (Chittenden Community Action)
- Waystation (Committee on Temporary Shelter)
- Sexual Assault Community Education Program (Rape Crisis Center)
- Burlington Literacy Campaign (Adult Basic Education)

- The Community and Economic Development Office (CEDO) submitted an application for Project Self-Sufficiency on behalf of the City of Burlington. Of the 220 communities who submitted applications to HUD, 78 were approved. The City of Burlington was one of these communities, and it was awarded twenty-five (25) Section 8 Housing Certificates.

Project Self-Sufficiency specifically targets single parents with young children. Generally, the Project calls for local public and private non-profit agencies to coordinate their resources to make available the following services:

- Housing
- Child Care
- Counseling



The City's new child care center, Burlington's Children's Space.

- Job Skills/O.J.T.
- Job Placement
- Public Transportation
- GED Training
- Support Groups
- Preventative Health Care Training
- Financial Counseling
- Household Maintenance

The Project calls for the establishment of a Task Force to develop policies and coordinate its program components.

The Bike Path

The goal of providing increased access to Lake Champlain has long been established. The construction of a pedestrian/bicycle path for a lakeshore bikepath from the mouth of the Winooski River to Oakledge Park is key to achieving this goal. CEDO is charged with the responsibility for the overall implementation and administration of the bicycle path project by developing feasibility studies, initiating negotiations with property owners, and investigating funding sources. A \$750,000 bond issue for this project was approved in November 1984. Construction of the next segment, linking Leddy Park to downtown, should begin in the Spring of 1985.