

Community and Economic Development Office

Peter Clavelle, Director

The Community and Economic Development Office (CEDO) is charged with the responsibility of implementing and administering programs in the areas of housing, community and economic development, waterfront development, and citizen participation. The budget for our department and the funding for CEDO sponsored projects and programs is financed solely from federal and state grants. No locally raised tax dollars are directed to CEDO. This poses a real challenge for us. As federal programs that have traditionally funded local government are being eliminated or dramatically reduced, we are confronted with growing demands for affordable housing and quality jobs. Creative solutions and new partnerships with the private and non-profit sectors will be required to meet this challenge.

CEDO, which was created by the Board of Aldermen in May of 1983, is now three years old. Below are some of the highlights of the major projects and activities involving CEDO in Fiscal Year 1986 (July 1, 1985 — June 30, 1986).

ECONOMIC DEVELOPMENT

- Today there are more than 24,400 private sector jobs in the City of Burlington, an increase of 4,418 or 22% new jobs in the last six years. From the last quarter of 1984 through the third quarter of 1985 there were 2,302 new Private Sector Jobs created within the City of Burlington — an increase of 10% in a nine-month period. The City has played an active role in the creation of many of these jobs. Burlington's unemployment rate is 3.2%, as of June, 1986 and is the fourth lowest in the United States. Unfortunately, many of these jobs being created are in the low wage sectors of our economy. Our challenge and the focus of CEDO's economic development initiatives is to create quality jobs that offer decent wages.
- Construction has been completed on the FM Burlington Project. This project includes the expansion of the Radisson Hotel by 53 rooms and additional meeting and



banquet facilities, a new 500-space parking garage and expansion of 50,000 square feet of retail space within the Burlington Square Mall.

- Porteous, a major department store with 70,000 square feet, was built in downtown Burlington. Their opening in the fall of 1985 was the culmination of a decade of efforts to bring an anchor store to the Burlington Square Mall and to Burlington. They have hired more than 100 new employees.
- Two Pine Street city-sponsored business incubators — The Maltex Building and Pine Square Business Complex — are now the home to 50 businesses. Three of these businesses have already outgrown their facilities and have moved into their own buildings.



Resolutions, a local business, received a loan through the Burlington Revolving Loan Program.

- The development of additional incubator space for small business is occurring with City assistance. Projects include the Vermont Maid Maple Syrup building on the corner of Marble Avenue and Pine Street and Gardner's Supply on Intervale Road.
- The City has successfully completed an Urban Development Action Grant (UDAG) for the Park Plaza Project (located on the corner of College and St. Paul Streets).
- The Burlington Revolving Loan Program (BRLP) was created three years ago to aid and support the City's small business sector. To date, twelve small business loans have been made. As a result, about 100 jobs have been created or retained.
- CEDO, with the support of the Small Business Development Center, provides technical assistance to local businesses including: packaging loan applications, developing business plans, identifying employee training resources, matching the needs of business site locations with available space, and the provision of general business information and referrals. More than 180 potential small business enterprises came through CEDO's doors last year asking for assistance. CEDO has also organized special seminars for the small business community in cooperation with the Church Street Center.

- The Old North End Revitalization Program expanded in its fourth year to include North Winooski Avenue from North Street to Riverside Avenue, as well as North Street. This program makes loans and grants for facade improvements of businesses and homes and has funded beautification projects. To date, ten facade improvement loans have been made. Three years ago there were eight vacant storefronts on North Street, and today there are only two.
- Work continues on the state-of-the-art supermarket for the downtown area. CEDO is negotiating a Development

Agreement with Northshore Development, Inc. We hope to bring forth an economically viable proposal in the near future.

- In January of 1984, CEDO contracted with ICA of Somerville, MA to analyze and report on the Burlington economy. The report, entitled *Jobs and People: A Strategic Analysis of the Greater Burlington Economy*, outlines policy recommendations which have been implemented and coordinated to form what is known as the Burlington Local Ownership Development Project.

The Burlington Local Ownership Project is essentially designed to start-up locally-owned and controlled businesses and to pursue job creation strategies which target low and moderate income female heads of households and working class youth. Burlington is probably unique in the country in pursuing a strategy to promote locally-owned and controlled business development. Research has documented that local ownership leads to a job climate which is more stable, more satisfying and better economically for the community as a whole since wages and profits are more likely to be reinvested in the community. CEDO is currently working with four businesses interested in converting to an employee-owned structure.

To implement part of the local owner-

ship strategy, two bills were sponsored in the Vermont Legislature. Both of these bills, one which provided legal certainty to worker cooperative corporations and another which provided low-cost financing for incubator buildings, were passed and are currently in effect.

CEDO's Women's Economic Opportunity Program led to the creation of "STEP-UP For Women" — a non-traditional skilled trades training program. STEP-UP is a program designed to place 25 low-income women in non-traditional skilled trades employment. The program is designed to alleviate the barriers women face in entering the trades. Training includes physical conditioning, job seeking skills, adaption to non-traditional work roles, and hands-on training in carpentry, printing and sheet metal. STEP-UP is a vehicle for women to get the higher-paying quality jobs with a future, which in the past have been closed to them. State funds have been secured to fund this program.

The original research conducted for *Jobs and People* identified an import substitution opportunity or a niche in the industrial market. CEDO assisted ARI Packaging to find a site location in an incubator building on Pine Street and helped them get their business operational. They are now selling packaging supplies to 12 Chittenden County businesses.

A Job Fair was held for the hospitality industry which matched job openings as presented by area hotels and the restaurant association with 150 people looking for work.

- CEDO was actively involved in a City/Businesspersons Task Force which brought forth tax reform recommendations including the repeal of the inventory tax.
- CEDO cooperated with the Burlington Women's Council and the City Attorney's Office to pass legislation that mandates that all publicly-funded construction projects must hire at least 10% women. CEDO is responsible

for the monitoring and enforcement of the ordinance.

- CEDO worked with over 50 Pine Street businesspeople to establish the Greater Pine Street Business Association. The Association will assist in promoting the Pine Street area within the Chittenden County region.
- The City of Burlington participated with eight other northeast cities in the Northeast Development Project (NEDP). The nine cities shared information and received technical assistance from the Community Opportunities Group (COG) of Boston. A COG staffperson assisted CEDO in implementing strategies which streamlined the development review process, and they assisted in developing methods to measure the impacts of large and medium-scale development projects.
- CEDO organized the "Downtown Summit." The purpose was to enhance the viability of the Central Business District by developing proposals for the promotion of the Marketplace, capital improvements, more available parking, and a fairer method of assessing fees on the Marketplace businesses.
- CEDO, the Planning Department and the Department of Public Works are investigating ways to improve parking in the downtown. The Department of Public



Facade improvement loans have helped North Street businesses.

Works published a comprehensive Parking Study which measures existing parking space supply and compares it to both existing parking demand and the parking demand that would be generated by future economic growth. The Study analyzes the feasibility of building additional or enlarged parking facilities at certain specific locations and reviews means to finance parking system improvements.

- A Parking Council was formed to act as a sounding board for parking issues and will develop recommendations to improve parking supply and management. Members of the Parking Council include representatives of the Downtown Burlington Development Authority, the Marketplace, Burlington Square, downtown employees, Public Works, CEDO, Police Department and the Planning Department.
- CEDO assisted in setting up a statewide non-profit energy services company called Vermont Energy Investment Corporation (VEIC). VEIC will assist landlords and tenants who are lower income and own or live in smaller units of housing by identifying and installing cost effective energy efficiency improvements to their buildings.

CEDO helped to: (1) evaluate the market; (2) identify the amount of financing required for VEIC and the potential sources of financing; (3) determine the non-financial resources needed and what is presently available; and (4) provide seed capital to this corporation.

- The long vacant Strong lot on Main Street and South Winooski Avenue will be developed by Ray Pecor. The six-story building will set an architectural standard for new construction. The project will also include three levels of below-ground parking.

HOUSING

This year saw the realization of some significant housing accomplishments that had been evolving over a two-year period:

- The Howe Meadows affordable housing development in-

cludes land donations to the Burlington Community Land Trust, Habitat for Humanity, the Vocational Education Program of Burlington High School, and the Burlington Youth Employment Program. All of the Land Trust homes are now occupied, as well as most of the market units and the Habitat house.

- Fairmont Place, another development of affordable homes (in this case, condominiums), is under construction. This development is part of a national demonstration of Affordable Housing Projects in which Burlington has been selected to participate.
- The first phase of the South Meadow housing development is also under construction. This development includes 40 subsidized three-bedroom apartments for low and moderate income families. In all, there will be 148 apartments in this complex which is partially financed through a \$3.5 million Housing Development Grant.
- The Home Improvement Program rehabilitated 16 apartments and 15 single family homes this year. This program has loaned over one million dollars in the City's neediest neighborhoods since it was established in 1983. Another 31 homes were spruced up through the paint program which provides free paint to citizens who provide their own labor. Five more homes were made accessible to disabled residents



The Burlington Youth Employment Program helped paint the new offices of the Burlington Community Land Trust.



The first housing cooperative project in Burlington, on North Champlain Street.

through accessibility grants.

- CEDO began a major new initiative this year to bring homeownership within the reach of low and moderate income people. The COOP Program (Creating Ownership Opportunities for People) is developing the first housing cooperatives in Vermont. Two buildings are in the process of converting to co-ops, providing nine units of affordable housing.
- The Lake Champlain Housing Development Corporation, comprised of representatives from Burlington, Winooski, Colchester and South Burlington, is also renovating rental housing in Burlington. In all, 41 apartments have been upgraded through this program in Burlington, and most of these also received rental assistance in the form of vouchers to keep the housing affordable. This program is a model nationally and will continue to contribute to our efforts to revitalize low and moderate income neighborhoods, while providing security to tenants.
- The Burlington Community Land Trust continues to grow and to impact our City on a variety of fronts. This year the Land Trust moved to North Street and renovated a key building at the corner of North and Park Streets, which houses BCLT offices as well as the Committee on Temporary Shelter Office and two upstairs apartments.

BCLT's first housing cooperative is underway on a newly acquired six-unit building on North Champlain Street. This unique housing and community organization still keeps about 30 volunteers very busy and serves as a model to cities and community development practitioners throughout Vermont and the country.

- The Affordable Housing Task Force has issued its Report and Recommendations. The Recommendations, to be implemented by CEDO, will stimulate the new construction of affordable housing and preserve what already exists. The

Report recognizes that Burlington, like cities and states around the country, must now develop local sources of funding and develop new programs to meet its housing needs.

- Rampant real estate speculation is contributing to gentrification and attendant displacement, destabilization of neighborhoods, and the loss of affordable housing. In Burlington, real estate speculation is fueled by student demand and the lowest mortgage interest rates in years. To discourage speculation, CEDO recommended the adoption of a tax based upon the Vermont Land Gains Tax model which would tax short-term profits made on transactions involving apartments. The proposal, which would require a Charter Change, was defeated by a very narrow margin (less than 1%) last March. Hopefully, the proposal — with some revisions — will be on the ballot for the November election.
- CEDO has been actively involved in discussions with UVM officials which will lead to the construction of new housing. A goal of constructing 125 new housing units — through a cooperative venture involving the City, the University, and the private sector — has been agreed to.
- The City of Burlington, for years, has been committed to the provision of decent,

affordable housing. Most other communities in the region — except Winooski — have not accepted the responsibility of stimulating the development of affordable housing for low and moderate income families. Efforts will continue to develop a cooperative regional approach, involving all communities of Chittenden County, to address the region's housing problems.

- Brenda Torpy, the very competent and direct head of CEDO's housing programs for the past three years, has left City employment to accept a position with the Vermont Housing Finance Agency. She will be replaced by Amy Wright, former Housing Specialist with CEDO.
- The City-supported Burlington Community Land Trust was selected to receive an International Year of Shelter for the Homeless (IYSH) Special Merit Award. Only 17 awards were made from nearly 180 applications submitted in a national campaign to recognize exemplary local efforts.

COMMUNITY DEVELOPMENT

- Project Self-Sufficiency (PSS), a CEDO initiated and funded National Demonstration Project, assisted 30 single mothers over the past year through Section 8 Housing Certificates, job and career development, peer and counseling support groups, and information and referral to a wide variety of support services. Project Self-Sufficiency's success was rewarded with a full year's funding by the State's Job Training Office for the next year. PSS is administered by Chittenden Community Action and is governed by a Task Force of local agencies.
- CEDO administers the Community Development Block Grant Program for the City of Burlington. The following programs and activities were funded for FY 1987:
 - Advocacy for Senior Citizens/Champlain Valley Agency on Aging
 - BYEP ONE House Painting Program/Burlington Youth Employment Program
 - Burlington Tenant Resource Center/Chittenden Community Action/VTI
 - Burlington Mediation Project
 - Burlington Women's Council
 - Children's Program/Women Helping Battered Women

- Chittenden Emergency Food Shelf/Chittenden Community Action
- Housing Assistance Program/Chittenden Community Action
- Little League Baseball/Old North End Little League
- ONE Community Association
- Parent Aide-Family Educator/Visiting Nurse Association
- Project Self-Sufficiency/PSS Task Force
- Senior Citizens Food Program/Onion River Food Co-op
- Sexual Assault Support/Awareness/Women's Rape Crisis Center
- Sliding Fee Scale for Patients/Community Health Center
- Streetwork Project/Committee on Temporary Shelter
- Support Services/Weekday Meal-site/Interfaith Senior Center
- The CIT-"Y" Program/Task Force on After School Care
- Toward Independence/Childcare Resource & Referral
- Waystation Project/Committee on Temporary Shelter
- Chittenden County Senior Citizen Alliance
- BCLT Multi-Family Program/Burlington Community Land Trust
- E-Z Access/CEDO
- Environmental Upgrade Project/Burlington Housing Authority
- Hillside Terrace Park/Hillside Tenants/Ward 1 NPA
- Home Improvement Program/CEDO
- Housing Co-op — 62-65 No. Champlain Street/CEDO
- Neighborhood Projects — Ward 1/Ward 1 NPA
- Neighborhood Projects — Ward 3/Ward 3 NPA
- Old North End Revitalization/CEDO
- Police Substation/New North End/Neighborhood Watch Group
- Project HOME/Cathedral Square Corporation
- Riverside Avenue Sidewalk Construction/Ward 1 NPA et al
- Schmanska Park Upgrade II/Ward 1 NPA
- Small Business Assistance Program/CEDO

— Wilson Hotel Restoration/Committee
on Temporary Shelter

A summary description of the services is available at CEDO.

- CEDO led an effort to educate State and Federal officials on the effects of the Gramm-Rudman and other federal funding cuts on local agencies and the many people that they serve. CEDO worked closely with other agencies in the Coalition for a Humane Budget.
- CEDO initiated the Burlington Community Organizing Network (BCON). BCON is comprised of local tenant and neighborhood organizations. BCON, with CEDO support and assistance, organized and led a two (2) day training seminar in community organizing methods and techniques. Thirty (30) individuals were trained in exchange for a commitment to volunteer with a neighborhood or tenant organization of their choice.
- CEDO, with the support of the Aldermen from Ward 3, initiated an effort to improve the quality of life on Johnson Street.

Johnson Street is a small, narrow street with very dense rental housing. What started as an effort to plant trees and pave the street ended with a comprehensive program for the residents of Johnson Street, including: a streetworker program for youth of the street; a neighborhood watch program; monthly meetings of Johnson Street and area residents, elected officials, and other city employees to discuss problems and solutions; and finally, the development of a plan with area residents to improve the street itself.

- The Burlington Bike Path was substantially completed over the past year. Over the past summer (1986) Burlington residents have been able to walk, run and bike along the path from the mouth of the Winooski River to the Barge Canal, and from Lakeside Avenue to Oakledge Park. Plans continue to be developed to connect the Barge Canal area with the Lakeside neighborhood.
- CEDO assisted in the development of Perkins Pier by financing the project



SHELAH CROWLEY

A section of the new bike path along the waterfront.

through UDAG loan paybacks. Perkins Pier has been substantially improved and expanded with more pedestrian access and green space and more parking for cars and boat trailers. Boat moorings are also provided.

- The Community and Economic Development Office and the City of Burlington received special recognitions this past year for the services that Burlington has available for its homeless population. A Regional Administrator and Housing Commissioner from the U.S. Department of Housing and Urban Development commended the City's commitment to its homeless population regarding the scope of activities, modest aggregate budget and mix of funding sources. Other CDBG recipients in New England were contacted by HUD and encouraged to contact Burlington regarding its services.

WATERFRONT DEVELOPMENT

- CEDO staff expended much time and energy in negotiations with the Alden Waterfront Corporation and planning for the development of the 25 acres controlled by Alden. City participation in the project was intended to guarantee public access to the lake, finance public improvements and facilities without a property tax increase, and stimulate a major investment in building the City's tax base. A financial package involving the use of Tax Increment Financing for the funding of public improvements associated with the Alden project was negotiated. On December 10th, at a special election, voters acted on the financing proposal for the waterfront project. The proposal received the support of nearly 54% of the voters, yet did not pass because of the City requirement for a two-thirds approval. Currently, there are no plans pending for the development of the waterfront property controlled by Alden.
- The State of Vermont and City are involved in complex litigation which will influence the development of those portions of the waterfront consisting of "filled land." Court action has been delayed until January of 1987. Litigation involving the so-called public trust land could last for years. This issue must be resolved and the "title cloud" must be removed before significant investment is made in waterfront property. CEDO continues to be hopeful that an out-of-court settlement will be reached which guarantees the public's right to use and enjoy the filled lands.
- The zoning of waterfront property and land use regulations controlling waterfront development have been under review and discussion for over two years now. CEDO organized a process which has involved the public in decision-making relative to land use regulations which will establish standards for allowable uses, height, density, setback, public access and design. Hopefully, the Board of Aldermen will enact permanent zoning for the waterfront by December, 1986. Developers have strongly argued that the "rules of the game" must be set before significant investment is made.
- Planning is underway for possible lakefront improvements on land owned or controlled by the City. A team has been retained to further plan and design improvements and develop construction cost estimates. The focus of this initiative is on three areas: (1) the property bounded by the Barge Canal and Perkin's Pier; (2) the area at the foot of College Street; and (3) the shoreline of the Moran Generating Plant and Water Department Facility.
- The City of Burlington is interested in stimulating the development of a marina. A consultant has been retained to assist City officials in identifying the best and most appropriate sites for the location of a marina.
- The Burlington Electric Department (BED) has officially retired the Moran Generating Plant. The BED, with the assistance of CEDO and the Planning Department, are reviewing uses for the building and the land. We (CEDO and Planning) have recommended that the future use of the Moran property be a public use.
- As mentioned earlier, the waterfront bikepath, with the exception of the "missing link" from the Barge Canal to Lakeside Avenue, is virtually complete. Planning is underway to connect the pathway with other waterfront sites, including the pathway adjacent to Burlington's other waterfront, the Winooski River. Hopefully, the pathway will eventually encircle



SHEILAH CROWLEY

Staff of Community and Economic Development Office: (back row, left to right) Amy Wright, Michael Monte, Peter Clavelle, Martha Whitney, Cathy Longe; (front row, left to right) Bruce Seifer, Linda Siegel, David Weinstein, Denise Dubois, Veronique Collier and Jeff Glassberg.

the City and provide an efficient transportation alternative as well as a recreational opportunity.

CITIZEN PARTICIPATION

● Neighborhood Planning Assemblies

Burlington's Neighborhood Planning Assemblies (NPA's) were created by resolution of the Board of Alderpersons in August of 1982. The general impetus behind their establishment was the desire to provide a mechanism to increase citizen participation in city government. Specifically, the NPA's were created to act as a two-way conduit through which the city government could keep the citizenry informed concerning city programs, activities and developments, as well as through which ordinary citizens could make recommendations for consideration by appointed and elected officials. As it was also deemed desirable to increase the level of citizen participation with respect to the allocation of City revenue (particularly the annual Community Development Block Grant Program), the NPA's were additionally charged with meeting this goal.

Thus, in each of the City's six wards NPA's were established as quasi-governmental organizations. Since they are internally governed by elected steering committees and each have their own bylaws, they

are effectively controlled by the citizenry. However, they are provided with financial, technical and staff assistance from CEDO. Being neither entirely neighborhood organizations nor a city department, the NPA's have been a unique, innovative experiment in eliciting citizen participation in city government.

Some of the issues/activities that the NPA's have been involved in include:

- organizing volunteer tree planting efforts
- acting as an intermediary between the University of Vermont and the neighborhood
- reviewing various development and zoning change proposals
- electing representatives to various Advisory Committees
- organizing volunteer park improvement crews
- organizing task forces on various neighborhood issues
- discussing and making recommendations on traffic and parking problems
- holding candidate and Board vote forums
- prioritizing neighborhood needs
- discussing City services such as street paving, handicapped access, recreation programs, etc.

- discussing many other issues concerning neighborhood and City government

The NPA's have participated in the allocation of Community Development Block Grant funds in several ways. Each year the NPA's elect neighborhood representatives to sit on the CDBG Advisory Group which makes its recommendations to the Mayor. Additionally, the NPA's themselves have been given grants to allocate for neighborhood projects (which projects are funded is determined by the members of each NPA). Lastly, several of the NPA's are now directly requesting funds for specific neighborhood projects.

In total, CEDO has provided funding to the NPA's for approximately 40 neighborhood projects through over 55 grants. Over the past year projects funded by or sponsored by the NPA's include:

- **Project HOME (Wards 1 & 2)** — For general support of this project to provide housing through homesharing.
- **Community Park (Ward 2)** — For continued support of a community park at H.O. Wheeler School.
- **Elderly and Handicapped Access (Ward 5)** — To add curb cuts and repair, replace or add sidewalks in an area with

a large percentage of elderly and handicapped persons.

- **South Park Improvement (Ward 5)** — For continued support of capital improvements in this neighborhood park.
- **Schmanska Park Improvement (Ward 1)** — For support of capital improvements in this neighborhood park.
- **Burlington Youth Employment Program (Wards 1 & 3)** — For capital improvements of the paint project.
- **Burlington Area Community Gardens (Ward 1)** — For additional supplies, security measures and beautification of two BACG plots in Ward 1.
- **Burlington Community Land Trust (Wards 1, 2 & 3)** — To help capitalize the BCLT's Revolving Loan Fund for Land Trust homeowners.
- **Hillside Terrace Tenants (Ward 1)** — To re-open this project that allows Hillside Terrace tenants to purchase carpets with no-interest loans.
- **Lawrence Barnes Field Equipment (Ward 3)** — To purchase sports equipment for the new grass field at the school.
- **Community Gardensite Water System (Ward 3)** — For additional supplies, security measures and general beautifi-



Local community gardensites allow local residents to have their own gardens.

cation.

- **Johnson Street Improvement (Ward 3)**
 - To create a viable plan to improve this Old North End Street.
- **Senior Center Rehabilitation Project (Ward 3)** — To plan for the renovation of the North Champlain Street Fire House for use as a Senior Center.
- **Lawrence Barnes Benches (Ward 3)** — To buy two benches for the school playground.
- **Beltway Connector Gateway Competition (Ward 3)** — To provide seed money for a competition for a design entrance to the Old North End.
- **Hillside Terrace Park (Ward 1)** To construct a playground/park for the tenants at Hillside Terrace apartments.
- **Riverside Avenue Sidewalks (Ward 1)** — To construct a sidewalk from Hillside Terrace to North Prospect Street.
- Major initiatives regarding eliciting citizen participation have also been undertaken in waterfront issues.
- CEDO wishes to acknowledge the following individuals who assist and advise us in our work:
 - CEDO Advisory Group (establishes priorities and recommends funding for Community Development programs and activities).
 - Samuel Levin (Aldermanic CD Committee)
 - James Rowell (Aldermanic CD Committee)
 - Gary DeCarolis (Aldermanic CD Committee)
 - Jim Thornton (Ward 1 NPA)
 - Marilyn McKenzie (Ward 1 NPA)
 - Mannie Lionni (Ward 3 NPA)
 - Martin Fitzpatrick (Ward 4 NPA)
 - Janet Merchant (Ward 5 NPA)
 - Bob DiPalma (Ward 6 NPA)
 - Peter Bestenbostel (United Way)
 - Ted Mable (Agency of Human Services)
 - Pat Peterson (Mayor's Office)
 - Gretchen Bailey (Attorney's Office)
 - **Housing Improvement Program Loan Board**
 - Wayne Lawson (Ward 1)
 - Ellen Furnari (Ward 5)
 - Burton Rubenstein (Ward 5)
 - Tom Smith (Ward 3)
 - **Burlington Revolving Loan Program Loan Review Board (Sets policy and approves loans for BRLP)**
 - Lynda Kingsbury, Chairperson, Assistant City Treasurer, City of Burlington
 - Margot Kelsh, Accountant
 - Marcy Harding, Vice President, The Howard Bank
 - April Werner, Owner, April's Attic
 - Frank H. Bouchett, Owner, Pier 1 Imports
 - Ken Russack, Owner, The Daily Planet
 - **Burlington Local Ownership Advisory Board (Provides advice and assistance on a variety of local ownership strategies)**
 - Harry Atkinson
 - Dr. Timothy Bates, Professor of Economics, UVM
 - Richard Crimmins, Business Consultant, Entrepreneur Management Center
 - Michael Nemitz, Attorney, Saxer, Anderson & Wolinsky
 - Dr. Marcia Baker, Director, Burlington Area Vocational/Technical Center
 - Bob Kiss, Director, Champlain Valley Office of Economic Opportunity
 - Robin Lippmann, Vice President, Chittenden Bank
 - Bill Mares, State Representative, Writer, co-author of *Working Together*, 1983
 - Reverend Roland Rivard, Director, Vermont Catholic Charities
 - Chris Karr, Business Representative, Local 1487 United Brotherhood of Carpenters
 - Lynn Vera, Representative, Mayor's Council on Women
 - Jim Hokans, Director, Burlington Youth Employment Program
 - **Old North End Aldermanic Committee (Sets policy and approves funding for a variety of Old North End revitalization efforts)**
 - Gary DeCarolis (Ward 3)
 - Gene Bergman (Ward 2)
 - Peter Lackowski (Ward 3)
 - **STEP-UP Advisory Committee (Provides local advocacy, outreach and networking, and assists in job development for participants in CEDO's STEP-UP Program).**
 - Joyce Shortt, Director, Childcare Resource & Referral Center
 - Sharon Anderson, Citizen
 - John Shingler, Adult Services Coordinator, Essex Junction Area Voc. Ctr.
 - Kay Sizen, Employer Relations, Vermont Job Service
 - Jim Dousevitz, Kessel-Duff Construction
 - Pam Lafayette, Office Manager, F. R. Lafayette, Inc.
 - Bob Kiss, Director, Chittenden Community Action
 - Lorraine Gardner, Essex Plumbing & Heating
 - **Aldermanic Waterfront Committee**
 - Paul Lafayette (Ward 5)
 - Gary DeCarolis (Ward 3)
 - Kathleen Connolly (Ward 4)
 - **Aldermanic Community Development Committee**
 - Theodore Riehle (Ward 6)
 - Terry Bouricius (Ward 2)
 - Art Anderson (Ward 5)