
Community and Economic Development Office

Peter Clavelle, Director

Affordable housing...good jobs...an accessible waterfront ... a vibrant downtown ... vital neighborhoods. The Community and Economic Development Office has been working on these issues for five years now. Great strides have been made — yet much more needs to be done. We'd like to highlight both the accomplishments of the past year and the challenges we'll face in 1989.

Accomplishments

163 new housing units are under construction. These apartments, being cooperatively developed with the non-profit sector, will be perpetually affordable.

A Housing Trust Fund is created.

A regional approach to housing, involving the County's banks and employers, is initiated.

Significant progress is being made to preserve the affordability of 336 apartments at Northgate.

The Community Boathouse is constructed.

The 9-mile Waterfront Bike Path is completed.

A \$2 million Urban Development Action Grant is received for a project which includes a 375-space parking garage.

The Women's Economic Opportunity Program, which received an award from the National League of Cities, is expanded.

A grant is received to provide statewide assistance to minority-owned small businesses.

The devastating impact of the proposed Pyramid Mall project is exposed and the Act 250 process begins.

A study is undertaken to identify and offer recommendations to protect the City's wetlands and natural areas.

Planning is underway for the adaptive reuse of the Moran Plant for public uses.

A bond issue is passed for the acquisition of land and the creation of a new park on the urban waterfront.

104 housing units are rehabilitated through the Home Improvement Program.

Existing neighborhood revitalization projects are underway and being planned across the City (Johnson Street, Riverside Avenue, Convent Square, Lafayette Place).

Neighborhood Planning Assemblies are re-invigorated.

Burlington is recognized as the nation's most livable small City.

Burlington records the lowest unemployment rate in the country.

Challenges

Control and manage development to guarantee that Burlington's quality of life is both maintained and enhanced.

Sustain Burlington's economic prosperity and assure that all segments of the community share in that proposal.

Expand homeownership opportunities - today only twenty percent of Burlington's residents can afford the American dream of home ownership.

Preserve neighborhoods threatened by gentrification, institutional expansion, and commercial encroachment.

Assure Burlington residents and future generations the right to use and enjoy the waterfront and Lake Champlain.

Create quality jobs which offer residents decent wages, benefits, and working conditions.

Protect the rights of tenants in a tight housing market.

Provide women the resources and support

required to improve their economic well being.

Maintain a vibrant downtown.

Develop the local resources, in a period of diminishing federal resources, required to address the social and economic needs of our community.

Promote local ownership of the economic resources of our community.

Attract a supermarket, with the help of a \$1.6 million federal grant to downtown Burlington.

Highlights of Community Development Block Grant Program

The City of Burlington undertakes activities with Community Development Block Grant Funds that primarily benefit low and moderate income families and neighborhoods. Funds obtained under the program are spent in such a manner as to meet one or more of the following objectives:

- Supports Comprehensive Neighborhood Revitalization
- Supports the expansion of housing by providing additional housing units
- Addresses a serious deficiency in Burlington's Public Facilities
- Promotes commercial revitalization in target areas
- Resolves a serious threat to health or safety
- Supports other revitalization efforts already undertaken
- Promotes energy conservation
- Improves or upgrades Burlington's housing stock
- Addresses an identifiable social service need, especially in the areas of youth, health care, women and the elderly
- Maximizes priority for low and moderate income persons
- Provides for the maximum use of funds through programs which return funds to the program
- Supports programs that address the specific needs for the handicapped

To meet the above purpose, the City of Burlington is using the FY 89 Community Development Block Grant Funds in the following manner:

CVAAA / Advocacy for Senior Citizens
BWC / Burlington Women's Council
BYEP / Cooperative Garden Project
CCA / Chitt. Emergency Food Shelf
CCA / Housing Assistance Program
Interfaith / Interfaith Senior Center
Little League / ONE Little League Baseball
CCTV / Public Access TV for Low Income
RSVP / Retired Senior Volunteer Program
WRCC / Sexual Assault Support & Awareness
WHBW / Shelter for Women & Children
CHC / Sliding Fee Scale
COTS / Streetworker/Daystation Program
CCA / Tenant Resource Center
VNA / Visiting Nurse Assoc. Home Care
CCA / WARMTH Support Program
COTS / Waystation
CEDO / Burlington Economic Development
BACG/Parks / Comm. Gardens Water System
CEDO / EZ-Access
W4 NPA / Flynn Pocket Park - Ward 4
BYEP / Housing Maintenance Project
W1 NPA / Neighborhood Projects - Ward 1
W2 NPA / Neighborhood Projects - Ward 2
W3 NPA / Neighborhood Projects - Ward 3
W5 NPA / Neighborhood Projects - Ward 5
Ald. ONE Comm. / ONE Revitalization Proj.
Project Home / Project Home
Lafayette Place Demo Project
CEDO / Burl. Housing Initiatives Prgm.
BCLT / Neighborhood Projects
LCHDC / Responsible Mgt. Rental Housing
Northgate Tenants / Save Northgate Proj.
Heineberg / Heineberg Senior Housing
WCCH / Transitional Housing Program
COTS / Wilson Hotel
Mayor's Office / Affordable Day Care Initiative
Parks & Rec / City Kids After School Program
Parks & Rec / City Kids Summer Program
KSAYP / Community Based Playgroups
CRRC / Health Benefits for Child Care
ONECA / Old North End Community Association
Burlington Children's Space / Parent Sliding Tuition
Mayor's Arts Council / Summerfun '88
VNA / H.O. Wheeler Play Groups

A summary description of the services is available at CEDO.



(Back Row L-R) Tom Dillon, John Davis, Carol Wayman, Doug Hoffer, Bruce Seifer, Betsy Rosenbluth, Michael Monte. (Front Row L-R) Peter Clavelle, Kathy Longe, Martha Whitney, Lynda Siegel, Denise Dubois, Diane Meyerhoff, Sheri Shusda, Amy Wright.

Riverside Avenue Revitalization Project

The Ward One Neighborhood Planning Assembly (NPA) with the support of Ward One Alders and CEDO, initiated an effort to improve and revitalize Riverside Avenue.

A design manual was completed identifying current needs and conditions and creating recommendations for improvements. These recommendations are currently being acted upon, including: a zoning study; improvements to Salmon Hole Park, including handicapped accessibility, improved river access and river views, sidewalks and better pedestrian access, designation of potential "pocket park" sites and parking areas.

The Aldermanic Riverside Revitalization Committee was formed to oversee the general program and coordinate activities. The Committee has proposed a list of improvements to be constructed in conjunction with the Chace Mill Hydro Electric Project. The City and neighborhood have an active involvement in the State Agency of Transportation's re-design of the Avenue and in developing an 80-unit low and moderate income housing project.

Neighborhood Revitalization

Neighborhoods in low to moderate income areas throughout the City have organ-

ized to improve the quality of life on their streets. This year, with the support of CEDO and other City officials, several neighborhood improvement projects are underway in addition to Riverside Avenue and North Street. Lafayette Place was reconstructed with the addition of trees and an expanded greenbelt. Convent Square is being designed for reconstruction, and a neighborhood park is being negotiated. A new youth program targeting the street is underway. Other neighborhoods targeted for this year include Greene Street and Archibald.

Neighborhood Planning Assemblies

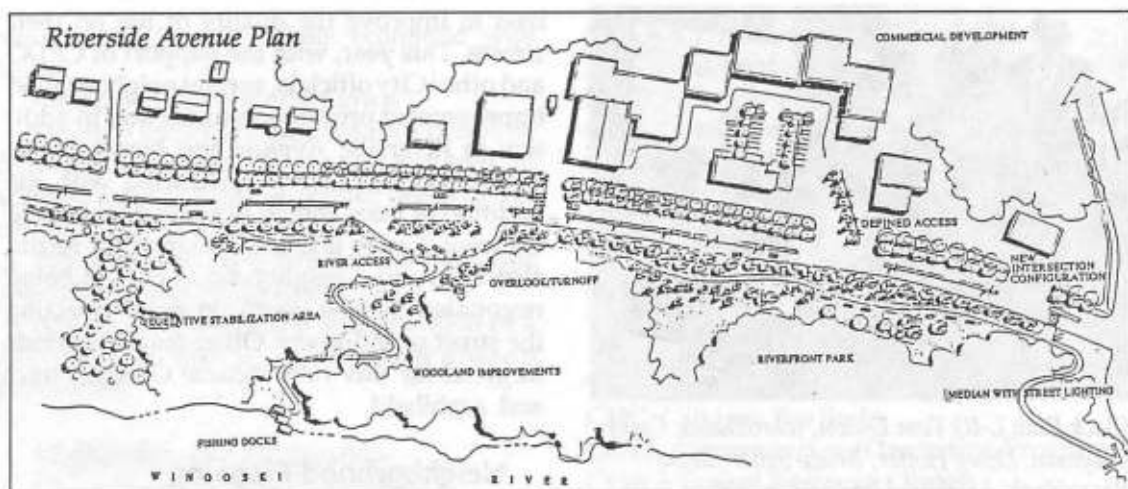
Burlington's Neighborhood Planning Assemblies (NPA's) were created by resolution of the Board of Alders in August of 1982. The general impetus behind their establishment was the desire to provide a mechanism to increase citizen participation in city government. Every resident is encouraged to attend NPA meetings to address neighborhood concerns and to advise on decisions of 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. 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 86 neighborhood projects through 117 grants. These grants have ranged from playground equipment and sidewalk repair to loans for carpeting low-income apartments and employment for youth.

Highlights of Economic Development

The City of Burlington received a \$2,000,000 Urban Development Action Grant (UDAG) for the development of the Corporate Plaza Project. This project, located at the



corner of Bank and St. Paul Streets, consists of an 80,000 sq.ft. mixed use building and a 375-space parking garage. Ground was broken in January 1988.

The Burlington Local Ownership Project is designed to start-up locally-owned and controlled businesses and to pursue job creation strategies which target low and moderate female heads of households and working class youth.

It has now been over three years since the Industrial Cooperation Association completed its strategic analysis of the greater Burlington economy. In those three years many of the recommendations in the plan have been implemented and the greater Burlington economy has continued to prosper. With the continued growth of the economy new issues important to the quality of life in the City have surfaced and new opportunities for increasing the economic conditions of residents have emerged.

The purpose of updating the 1984 strategic plan is threefold:

1. To provide an up-to-date assessment of local economic conditions.
2. To assess and document the impact of the initiatives of CEDO based on the initial recommendations.
3. To provide some new directions for CEDO given current economic constraints and opportunities.

The Women's Economic Opportunity Program earned a 1988 National League of Cities Innovations Award for Outstanding Accomplishments in Job Development and

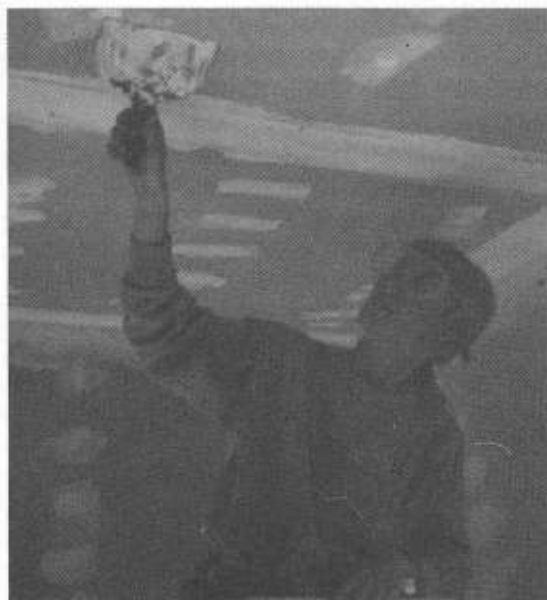
Training. The Award acknowledges WEOP's successful activities designed to open skilled trades opportunities to women. STEP-UP For Women, a skilled trades training program, trained 26 low-income women during its second year. Eighty-four percent of these women obtained higher paying, quality jobs.

WEOP initiated a City Affirmative Action Policy which established a goal of 20% women and minority workers in all City trade positions. Since its passage in December 1987, the City has hired an additional five tradeswomen. This policy strengthens the City's message that women can and have the right to enter non-traditional, quality jobs.

WEOP supports women entering the trades through the Tradeswomen's Job Bank, which maintains a computerized service to match tradeswomen with quality jobs, advocacy services, a support group, and a newsletter for tradeswomen.

WEOP is now initiating a Women's Small Business Program to increase employment options for low and moderate income Burlington women. Business ownership offers women the potential for economic independence and promotes local ownership. A Tradeswomen's Small Business Service was successfully offered this summer as a first step toward this initiative.

The Greater Pine Street Business Association is working to provide day care on Pine Street; developing a group health insurance program for all businesses on Pine Street; and held a celebration for all the workers in the Pine Street area.



The Vermont Innovation Summit was held at the University of Vermont. This project was sponsored by CEDO, Small Business Development Corporation (SBDC), Vermont Agency of Development & Community Affairs (ADCA), and the UVM. Items covered included the essentials for tapping into the largest seed capital fund for innovative research and development (R&D) in the U.S. Small Business Innovation Research Program (SBIR). The Governor has appointed a State-wide Council on Innovation as a result of the conference.

CEDO has received a \$75,000 grant from the U.S. Small Business Administration to assist minority small businesses and potential entrepreneurs in the State. The Minority Assistance Program (MAP) has contacted over one hundred 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 business.

A comprehensive Industrial Land Use

Study was conducted for the City of Burlington to provide the information necessary to expand Burlington's industrial base—an integral part of a vital economy. A number of appropriate sites were identified for businesses looking for land that could support a facility of up to 100,000 sq.ft.

A comprehensive strategic analysis was conducted of the food industry located in Burlington. It was concluded that the food industry looks forward to a prosperous future.

Phase One for construction of 100,000 sq.ft. of incubator space was completed at the former Lane Press headquarters. The building is called "Kilburn & Gates." Thus far, 10 businesses have leased space in this facility.

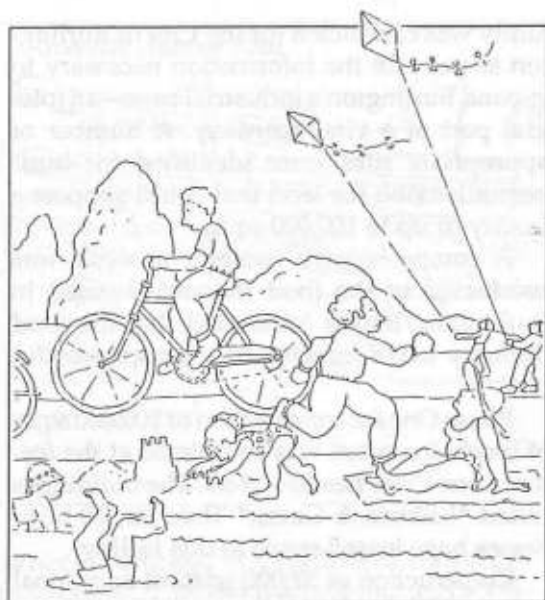
Construction of 32,000 sq.ft. of additional incubator space for small businesses began at the vacant building located at 294 North Winooski Avenue. This project was financed in part with a \$200,000, 4% loan from the Vermont Industrial Development Authority (VIDA). CEDO provided assistance in securing this loan; resolving some planning, zoning and permit problems; and is referring business people attempting to locate space for their business.

CEDO, in cooperation with the Church Street Marketplace and the University of Vermont, provided to Burlington businesses a seminar on Retail Sales Techniques.

CEDO convenes the Burlington Parking Council. They are developing a comprehensive parking and signage plan for downtown. Since the creation of the Parking Council, approximately 385 new spaces have been added. An additional 845 new spaces are projected for the future. In addition, parking at Perkins Pier has been expanded.

CEDO is working with the Burlington Community Development Corporation (BCDC) to develop a state-of-the-art supermarket and 300 parking spaces on South Winooski Avenue next to the Police Station. We expect ground breaking in the spring of 1989. This project is supported by a \$1,660,000 Urban Development Action Grant (UDAG).

The Burlington Revolving Loan Program (BRLP), to date, has made 14 business loans resulting in the creation or retention of 115 jobs. Three of these loans have been paid in



full. The program also allows CEDO to provide business consulting advice to over 180 businesses per year. The Church Street Center is working with CEDO by providing dozens of classes in small business management.

In 1987, the City of Burlington contributed a \$25,000 matching grant to the Chamber of Commerce to establish a convention bureau for the purpose of marketing the City as an attractive destination for meetings and conventions. With this commitment by the City, the Chamber raised another \$31,547 toward the Bureau from over 100 private sector businesses; set up a full-time, staffed and computerized operation; developed written and audio/visual promotional materials about the City; began a direct mail effort; hosted a familiarization tour for meeting planners; and attended a trade show. In the process, the Bureau arranged for several large new conventions to meet in Burlington, plus a host of smaller meetings.

CEDO established and now convenes a group called the Chittenden County Roundtable. This group includes Chittenden County's Economic Development professionals, Town Managers, and Zoning and Planning Directors. The group meets monthly and works on projects that are of mutual concern. For example, the group submitted a report to the State of Vermont's Growth Commission as it worked to develop its recommendation to the Governor. An evaluation of the Chitten-

den County Regional Planning Commission (CCRPC) was conducted in an effort to improve the delivery of services to municipalities.

CEDO is working with the Planning Department and City Attorney's Office to understand the impact of the proposed development of a regional shopping mall — Pyramid Mall. These offices will, at the Board of Aldermen's request, argue against the development of this mall at the Act 250 hearings.

CEDO hosted a group of ten senior government officials from Senegal for one week to educate them in the areas of Community, Housing, and Economic Development.

Highlights of Housing Development

CEDO made a major contribution to the expansion and improvement of the City's shelters for the homeless in the past year. 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 new facility developed by 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 \$40,000 loan towards the planned \$140,000 rehabilitation of the Wilson Hotel, owned and operated by the Committee on Temporary Shelter.

As the year approaches when Northgate's 336 units of subsidized housing may be converted into high-priced apartments or condominiums, public and private efforts to save Northgate's affordable units have intensified. CEDO has subsidized the formation and operation of a new corporation, the Northgate Non-Profit, which plans to 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.

Plans for a pair of new affordable housing projects were developed in the past year, just as construction was being completed on the 148-unit project at South Meadow. 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.

The Home Improvement Program rehabilitated 33 apartments, 15 rooming units, and 8 single-family homes this year. 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.

The City's Reverse Equity Loan Program, established to aid elderly homeowners with fixed incomes of less than \$25,000 a year in paying their property taxes, enrolled 8 homeowners in its first year of operation.

The legal foundations for the development of limited equity housing cooperatives in Vermont were put in place during the past year with the passage of the Cooperative Housing Ownership Act and the preparation of a complete set of "model" co-op legal documents. CEDO staff played a prominent role in both.

The Burlington Community Land Trust brought an additional 31 units of housing into its system of limited equity control in 1987-88, aided by a \$150,000 Community Development Block Grant and \$109,386 in housing rehabilitation loans from the City. Currently included within the BCLT "system" is the following: 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 apartment inspection fee ordinance was enacted by the Board of Aldermen, imposing a "users fee" on the City's landlords for the periodic inspection of their apartments. Revenues raised through this measure will provide 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. In addition, part of every fee collected will be dedicated to an "annual housing census," conducted by CEDO and the Department of Planning.

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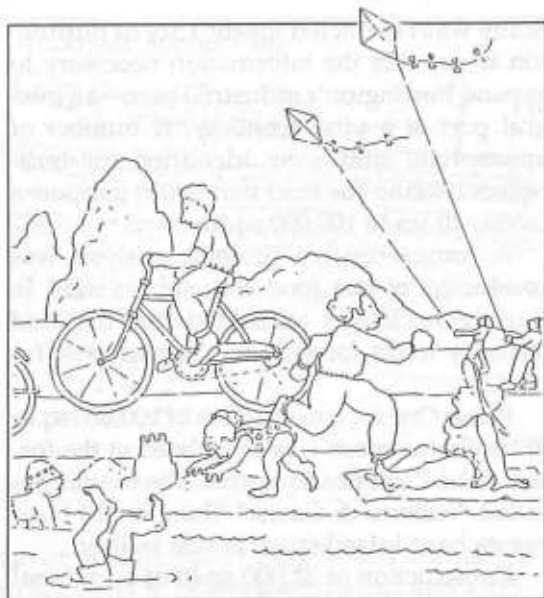
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Highlights of Waterfront Development

It was a banner year for Waterfront development for the City of Burlington.

The Burlington Community Boathouse was dedicated on July 4, 1988. Located at the foot of College Street, the Boathouse design is reminiscent of the Lake Champlain Yacht Club which was also located at that site. The Boathouse is open year-round.

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missing link between Lakeside Avenue and the Barge Canal completed the 7.2 mile-long path.

These improvements were made possible by a \$2.9 million bond for improvements to publicly-owned lands on the Waterfront. Other improvements included:

1. A new Bathhouse and vehicle entrance was built at Oakledge Park.
2. Shoreline protection and a small boat access road was built at Leddy Beach.
3. A new picnic shelter was built at the Waterfront Park at the Water Resources building.
4. A Boat Launch, children's playground, and new shoreline protection were installed at Perkins Pier.

Improvements in the future will include a Boat Launch at Moran, improvements to Roundhouse Point, and a public "boardwalk" at the Waste Water Treatment facility.

The Bond also paid for three major reports which were substantially completed this year.

The Bike Path Loop Report recommends the construction of a Bike Path through the Intervale connecting the mouth of the River

and the Old North End. It also recommends a series of bike lanes throughout the City.

The Infrastructure Study Report for the Waterfront is also near completion. It lays out the streets, utilities, and park areas necessary for Waterfront development.

A study of the City's wetlands is near completion. It will recommend specific measures for protection of the City's wetlands and natural areas.

In other major developments, CEDO is negotiating with the Navy on the potential moving of the Naval Reserve facility from the Waterfront. The facility will revert to the City if the City can build a suitable replacement.

The Renaissance Corporation was formed with the financial support and encouragement of the City for the purpose of adapting the former Moran Plant for public and semi-public uses.

Finally, the State of Vermont and the City are involved in complex litigation which will influence the development of the "filled lands" on the Waterfront. The Central Vermont Railway has appealed the decision of the Vermont Superior Court. A decision is expected in the winter of 1988/89.

Voters approved a \$2 million Waterfront Bond for a major new urban park which will be created north of College Street and west of the railroad tracks. This Waterfront Park will include a 100-foot wide promenade from College Street to the Coast Guard station — a distance of 1,400 feet. It will also include a parcel east of the Naval Reserve Center. The Park will be 4.5 acres in size with a bike path; a shoreline pedestrian promenade park; benches; trees, flowers, and shrubs; and shoreline protection for the water's edge.

A variety of other improvements will also be made to insure the safety of boaters and assist in improving the water quality in the Burlington Harbor.