

### City of Burlington / 2014 CDBG Application Form

Project Name: Burlington Sustainable Economic Development Strategies Program (BSEDSP)

Project Location / Address: 149 Church Street, Room 32, City Hall, Burlington, VT 05401

Applicant Organization / Agency: CEDO

Mailing Address: Same as Above

Physical Address: Same as Above

Contact: Ed Antczak Title: Econ Dev Specialist Phone #: 865-7587

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EIN #: 036000410

DUNS #: 830418245

<b>CDBG Funding Request: \$64,870</b>		
<b>Check <u>ONE</u>:</b>	<input checked="" type="checkbox"/> <b>1 year</b> (Equal Access, Health)	<input type="checkbox"/> <b>2 years</b> (Housing, Homeless, Hunger)

**1. Type of Organization**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Local Government | <input type="checkbox"/> Non-Profit Organization (please provide copy of your IRS 501(c)(3) tax exemption letter) |
| <input type="checkbox"/> For-Profit Organization     | <input type="checkbox"/> Institution of Higher Education  |
| <input type="checkbox"/> Faith-Based Organization    |   |

**2. Conflict of Interest:** NA Please complete and sign attached form.

**3. List of Board of Directors:** **City Council** See attached.

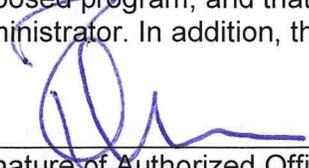
**Certification**

To the best of my knowledge and belief, data in this proposal are true and correct.

I have been duly authorized to apply for this funding on behalf of this agency.

I understand that this grant funding is conditioned upon compliance with federal CDBG regulations.

I further certify that no contracts have been awarded, funds committed or construction begun on the proposed program, and that none will be prior to issuance of a Release of Funds by the Program Administrator. In addition, this project is ready to proceed as of July 1, 2014.

  
 \_\_\_\_\_  
 Signature of Authorized Official

Peter Owens  
 \_\_\_\_\_  
 Name of Authorized Official

Director  
 \_\_\_\_\_  
 Title

1/13/14  
 \_\_\_\_\_  
 Date

(Refer to NOFA for required information for each question.)

## **I. Demonstrated Need**

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**1. What is the need/opportunity being addressed by this program/project and how does that contribute to CDBG's national objectives?** The Neighborhood Revitalization Strategy (NRS) program/project addresses the revitalization of critical city infrastructure and public facilities that will support the quality of life and economic development in the target area. It was developed with the community to remove blight and encourage reinvestment and benefit low and moderate income people by rebuilding the physical, social and economic infrastructure throughout the target Neighborhood Revitalization Strategy Area (NRSA).

These program/project activities will benefit low and moderate income people by proactively preventing people from entering poverty or helping them to move out of poverty with jobs, improved access to public transit and quality public facilities for people living in poverty and expand the local tax base. This program/project meets all of the following overriding goals of the CDGB program and contributes to the CDBG national objectives:

- helps people move out of poverty, or
- prevents people from entering poverty, or
- addresses the basic needs of people living in poverty

The 2013 Consolidated Plan identified the need for job creation/retention as well as housing and jobs being co-located to decrease the travel time and burden on the roads. It also identified a need for more access to services and public facilities, accessibility throughout the City and transportation to employment are also identified needs. This program/project meets these needs.

## **II. Program/Project Design**

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- 1. Describe the program/project activities. [UWCC]** Under the City's Charter, CEDO is responsible for:
- Developing and implementing a comprehensive community and economic development strategy, as well as projects, for the city.
  - Working on behalf of the city to stimulate investment, and to attract, retain, and encourage the development of both existing and new economic enterprises.
  - Developing, coordinating, implementing, and administering a comprehensive program to address the city's housing needs.
  - Developing, coordinating, implementing, and administering waterfront development activities other than those activities which the Planning Commission and the City Council must exercise under the Vermont Planning and Development Act.

This project serves the residents and businesses of the City of Burlington. Though the project may occasionally provide direct assistance to LMI individuals, the primary focus is on serving the larger businesses in the City such as Burton, Seventh Generation, Dealer.com, City Market and others. These businesses provide employment for thousands of people and are responsible for the majority of new job growth in Burlington. Dealer.com has grown to almost 800 employees and intends to add an additional 200 people over the next two years. Their current payroll exceeds \$60,000,000 annually. These larger businesses provide liveable wage jobs with excellent benefits. The project provides technical assistance with permitting, parking, finding locations for expansions, economic growth incentive programs, brownfields information and energy efficiency information. It is still envisioned that over the next few years, the project will be working with community partners to develop workforce training programs that will help meet the hiring needs of Burlington businesses.

- 2. Why is the program/project designed the way it is? Explain why the program activities are the right strategies to use to achieve the intended outcomes. [UWCC]** The project has been refined over the last 30 years to match services offered to the current needs of the business community. In order to remain effective and relevant, the project has a built-in communication strategy where staff meets with business owners throughout the year to identify concerns, barriers, needs, etc., and then try to develop strategies to help address those issues. This approach has been successfully used for three decades. Indicators on the health of Burlington's economy all point to this being the correct strategy to achieve the intended outcomes of new business growth, retention and expansion along with job creation and retention.
- 3. How will this program/project contribute to the City's anti-poverty strategy?** The basic premise of the BSEDSP is to assist businesses in creating good quality, well paying jobs with benefits in Burlington. We support the creation of jobs through assistance to private businesses, non-profit partners, and business networks. We strive to: 1) increase the amount of commercial and industrial space that could be leased in Burlington and at the Airport; 2) promote the highest and best use for vacant space and buildings; 3) match new businesses to neighborhood needs; 4) expand internet access and e-commerce opportunities for entrepreneurs and small businesses; and 5) support workforce training to upgrade skills and assist workers in securing good quality jobs. Experience has demonstrated that when businesses grow, job opportunities grow

as well. We have also documented how those job opportunities have gone to low and moderate-income individuals. We believe strongly that a growing, robust economy is a critical component of an overall anti-poverty strategy.

#### **4. How do you use community and/or participant input in planning the program design and activities? [UWCC]**

Public input on program need, design and evaluation has also been obtained through: 1) Survey of the Burlington Business Community, with over 500 businesses contacted; 2) working with networks such as the South End Arts + Business Association (SEABA), VT Technology Alliance, VT BioScience Alliance, and the Burlington Business Association; 3) comments from clients; 4) individual meetings with Burlington business owners; 5) The Economic Summit held in 2009 with 124 people attending; 6) Neighborhood Night of Success hosted by all NPSs with 200 residents participating. This input has been reflected in the following documents: A) 2009 Jobs and People IV: Towards A Sustainable Economy; B) the City's Consolidated Plan; C) City's 2005 Economic Development Plan; D) 2009 regional Comprehensive Economic Development Strategy (CEDs); E) Common Ground: A Strategic Plan for the ONE Enterprise Community; and F) the City's Master Plan identified the community needs.

This project meets the goals and objectives outlined in the City's Consolidated Plan by: 1) retaining and increasing the number of businesses and jobs in Burlington by providing technical assistance, entrepreneurial training and business loans; 2) Enhancing commercial infrastructure to increase business opportunities and the City's tax base; 3) reducing barriers to economic opportunities.

### **III. Proposed Outcomes**

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#### **1. What are the intended outcomes for this project/program? How are people meant to be better off as a result of participating? [UWCC]**

Clients are better off as a result of this program because they receive direct service from the City which leads to a clearer understanding of the bureaucratic process including permitting, zoning, code enforcement, storm water, water/waste water, parking, energy efficiency, etc. Our assistance also provides a link to Mayoral priorities that can be extremely helpful for business planning. We can also share links to financing that may be critical for operating capital, building improvements, relocation or expansion. Our non-profit partners and government agencies on the Federal, State and local level may also provide needed assistance for business retention such as VEGI Credits. Through our two active TIF Districts, CEDO can be a direct link to planning for necessary public improvements to support future development and redevelopment on the waterfront and in the downtown.

#### **2. List your goals/objectives, activities to implement and expected outcomes (# of units, # of individuals, etc.)**

Document at least 3 jobs that have been retained or created through this program. These jobs must be made available to or filled by LMI individuals. The activities to implement that will lead to this creation/retention may include, but are not limited to:

- Providing financial assistance through loans
- Assisting businesses with permitting and other City issues
- Assisting businesses with business planning
- Assisting businesses with site selection and development
- Assist with business planning for aviation maintenance company. Without technical assistance, it is possible that this maintenance company will leave the Burlington area, taking up to 45 associated jobs away from the economy.
  - Outcome = VFA will move into the ASH Building.
- Assist City Market with opening a second location. This program will provide technical assistance, site analysis, and finance technical assistance that, if successful, will lead to the creation of at least 10 new jobs. This development may take longer than June 2014 to complete. If it takes that long, this program will work with our local CDBG officer to determine an acceptable milestone showing progress, prior to verification of the 10 new jobs.
- Provide at least one loan to a local business if funds are available to lend. Verification will be loan documents.
- Assist Arts Riot, a local growing business, with permitting and zoning work that will allow them to retain and grow jobs.
  - Zoning assistance
  - Permitting assistance
  - Outcome = A new approach to zoning designation and evidence of community process.

### **IV. Impact / Evaluation**

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#### **1. How do you assess whether/how program participants are better off? Describe how you assess project/program outcomes; your description should include: what type of data, the method/tool for collecting the data, from whom you collect data, and when it is collected. [UWCC]**

Success is a prosperous Burlington economy as measured by such things as job growth, vacancy rates and unemployment rates. The results are reported annually in the Consolidated Annual Performance Evaluation and Review (CAPER). Success is also measured by increasing the tax base by an increasing grand list to support City services for all residents. For the specific activities listed under this application, we will deliver the following milestones, or other milestones decided upon with the assistance of our CDBG compliance officer:

- Documentation for 3 jobs specifically created or retained through assistance from this program
- Assist Arts Riot, a local growing business, with permitting and zoning work that will allow them to retain and grow jobs.
  - Zoning assistance
  - Permitting assistance
  - Outcome = A new approach to zoning designation and evidence of community process.
- Continued work with aviation maintenance company
- (If appropriate) – documented evidence of jobs retained through program
- Evidence of construction of new store (City Market); or appropriate verifications if timeline is extended
- Verified loan documentation for at least one loan to a business if funds are available

**2. How successful has the project/program been during the most recent reporting year for your CDBG project? Report the number of beneficiaries you intended to serve with which activities (as noted in your last Attachment A) and your final outcomes (as noted on your Attachment C) from June 2013. For non-CDBG participants – just report on your achievements from the previous year.**

The project met the majority of its goals from 2013. The project assisted with business planning and permitting, site selection and development. The project intended assist businesses in creating 5 jobs. The final outcomes yielded 5 jobs created (Vermont Flight Academy). Data is collected from the assisted business through income verification forms. The project was successful.

**3. How does this data reflect beneficial outcomes of this project/program? Has this impacted your program planning at all? [UWCC]**

Any new job creation in the City is beneficial. However, as CDBG amounts are reduced annually, the dollar/job ratio needs to be reassessed. According to HUD standards, the project should reduce the amount of beneficiaries from 5 to 3 in the upcoming fiscal year.

## ***V. Experience / Organizational Capacity***

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**1. What is your agency’s mission, and how do the proposed activities fit with your mission?**

The Community and Economic Development Office is a department of the City of Burlington. We work with the community to: foster economic vitality; preserve and enhance neighborhoods, quality of life and the environment; and promote equity and opportunity for all residents of Burlington. In support of its mission, CEDO works in partnership with citizens, the public and private sector, and other city departments to: strengthen the quality of life in Burlington's neighborhoods; preserve and develop decent, safe and affordable housing opportunities; maintain and improve the vitality of Downtown, the Pine Street area and neighborhood business districts; encourage a thriving small business sector; foster job growth and employment opportunities; increase civic engagement and citizen participation; support the delivery of human services; and revitalize Burlington's waterfront.

CEDO is funded through Federal and State grants, and through the Housing Trust Fund. CEDO has four divisions: Housing, Economic Development, Community Development and the Community Justice Center. In addition, CEDO has administrative and special projects staff. CEDO's Development staff works closely with other divisions on a variety of development activities throughout the City but principally focuses in downtown, the waterfront, the Enterprise Zone in the South End, and the Airport. CEDO uses a variety of tools in supporting development. The City's Brownfield program, Tax Increment Financing, Renewal Community tax credits, the Burlington Community Development Corporation, the Downtown Program, and transportation funding are all utilized. Major redevelopment projects such as new housing, public facilities, offices, hotels, retail and industrial expansion are all supported.

This project works to achieve economic justice and sustainability in Burlington by mobilizing resources and working with businesses, non-profits, government agencies, and citizens to increase economic opportunities; revitalize the waterfront, the South End, Downtown, the Old North End, and the Airport; create livable neighborhoods; and develop affordable housing.

Specifically:

- Job creation and retention is implicitly within the mission of CEDO – to foster economic vitality.
- Economic assistance to our largest private employer (located in the South End) is critical to maintaining the vitality of the Pine Street area, while helping the business sector thrive.
- Assisting the airport businesses to thrive through business planning also helps foster economic vitality, but has a much larger regional impact tied to the success of the airport.
- Assisting City Market specifically increases the quality of life for our residential neighborhoods, a core mission of CEDO, but providing jobs and services in neighborhoods that traditionally have been neglected.
- Our loan program in the past has specifically led to job creation as businesses grow. Job creation is a key component of helping our business sector to thrive.

**2. Please describe any indications of program quality, such as staff qualifications and/or training, adherence to best practices or standards, feedback from other programs or organizations you partner with, etc.** Project staff all have Master's Degrees in Geography, Public Administration and Public Policy and have combined field experience in economic development of more than 20 years. Staff has also completed trainings in CDBG

regulations, financial analysis and underwriting, and leadership and management. One staff member owned and operated a business for over 20 years. Staff members also participate as advisory board members for various non-profit organizations, and are active members in organizations that address issues of sustainable economic development. We regularly consult with peers in other municipalities to share information and best practices.

**3. What steps has your organization/board taken in the past year to become more culturally competent?** CEDO now has a dedicated, nine member team that meets monthly and whose mission is to facilitate our continual understanding of what it means to be a culturally competent organization. This team helps plan and lead a cultural competency activity at the CEDO staff meeting and has worked to identify cultural competency goals for CEDO to work towards. These goals include—

- Finalize a new mission/vision/values statement for CEDO
- Apply cultural competence to our work by having the CEDO WAB team continue to model that for staff and also apply it to how we engage community members and service users.
- Incorporate our newly developed cultural competence language into CEDO job descriptions.
- Revise our staff evaluations to include an area focused on cultural competence
- Create a budget for our cultural competency work to help fund periodic retreats and more training events for staff.
- Continue to give more structure to our CEDO WAB Team by assigning co-facilitators for and taking minutes of our monthly meetings. Also continue discussing, evaluating, and building upon the activities we use to engage CEDO staff in cultural competency work so we can continue to grow in our understanding of and commitment to cultural competency. Evaluate and assess the WAB team make up and rotate members as needed.

Our cultural competency team has started working with a consultant to help prioritize and implement the identified goals. Additionally, we have two employees participating in We All Belong's intensive Train the Trainer Program. After completion of the program, these new trainers will be able to provide more structured facilitation and leadership for our efforts to increase our organization cultural competency.

In the past year, we've seen a significant change in the level of staff's resistance to and their attitudes towards learning more about inclusiveness and different cultures. Staff members have been changing, increasing, and enhancing their outreach efforts in the community, using information and resources they've gained from CEDO's increased cultural competency efforts.

**4. Have you received Federal or State grant funds in the past three years?**  Yes  No

**5. Were the activities funded by these sources successfully completed?**  Yes  No  N/A  
If No, please explain:

## ***VI. Proposed Low & Moderate Income Beneficiaries / Commitment to Diversity***

**1. Will the program target a specific (solely) group of people? If so, check ONE below:**

Abused Children                       Elderly (62 years +)                       People with AIDS  
 Battered Spouses                       Homeless Persons                       Illiterate Adults  
 People with Severe Disabilities

**2. For your proposed project, please estimate how the Burlington residents will break out into the following income categories during the total grant period. Use the Income Table at <http://www.burlingtonvt.gov/CEDO/CDBG/2013-HUD-Income-Limits/>.**

Service / Activity	Unduplicated Total # of Burlington HH / Persons to be Served	# Extremely Low-Income	# Low-Income	# Moderate-Income	# Above Moderate-Income
Technical Assist. And Information	2	*See Below	* See Below	* See Below	* See Below
Bus. Development And Planning Assistance	1	See Below	See Below	See Below	See Below

\*Most of the businesses assisted are located in the HUD approved Neighborhood Revitalization Strategy Area (downtown, the ONE, Riverside Ave., the west side of Pine Street to Flynn Ave.) where all jobs are considered to be low and moderate income. 71% of the residents in this area are low to moderate income, and parts of the area have the highest poverty rate in Vermont. Using the

Neighborhood Revitalization Strategy Area to determine income levels is approved by HUD specifically to stimulate job development in low income areas. For businesses located outside of the area, income and ethnicity data along with job classifications will still be collected from any clients receiving direct service from this program.

**3. a. Who is the project/program designed to benefit? Describe the project/program's target population, citing (if relevant) specific age, gender, income, community/location or other characteristic of the people this program is intended to serve. [UWCC]** The project is designed to benefit low and moderate-income (LMI) residents of the City along with Burlington's business community and commercial property owners. A long history of providing services to LMI residents and individual businesses of Burlington has enabled CEDO to maintain strong relationships with the majority of the largest companies in the City. The largest employers are routinely contacted through direct outreach by CEDO staff to ensure that their needs are being met and will continue to be located in Burlington. This assistance helps to ensure that livable wage jobs continue to be created and retained.

**b. How do you select and reach your target population?** The target population is selected through direct outreach to business owners. Due to the project's long history of providing business technical assistance, businesses and commercial property owners, along with LMI residents in the City, routinely call our office for help in addressing a variety of issues.

**4. Describe the steps you take to make the project/program accessible, inclusive and culturally appropriate for the target population. [UWCC]** The City has a long-standing equal opportunity personnel policy. The City has completed an equal opportunity workforce analysis, which it uses to shape ongoing hiring, retention and promotion efforts. The City continues to expand its recruitment and job posting sources to encourage continuing diversity in its workforce. CEDO advertises nationally for certain professional positions to increase the diversity of its recruitment pool; and has started using hiring panels for certain positions to ensure diversity of thought in the hiring process. Many CEDO staff members have participated in several diversity/racism trainings, including an all-staff meeting on January 9, 2013. We include an EO statement in our outreach materials. CEDO's offices are accessible. Program information is available in several languages in hard copy and online (w/ a link to an online translation site for additional languages/information). We will arrange for interpretation services with advance notice and indicate that on our outreach materials.

Additionally, our Business Revolving Loan Fund provides for 0% interest loans for accessibility improvements to commercial property. This has been utilized in a number of projects and resulted in increased access to otherwise prohibitive entrance ways. We also offer specialized technical assistance to those with limited English proficiency as well as those who, for a variety of reasons, have traditionally been at a disadvantage for business ownership.

## **VII. Budget / Financial Feasibility**

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### **1. Budget Narrative: Provide a clear description of what you will do with CDBG's investment in the program. How will you spend the money? Give specific details. [UWCC]**

Economic Development activities focus on:

**Retail Centers:** Ensure that new retail developments meet the community's needs. Assist Burlington Town Center, Church Street Marketplace, Ethan Allen Shopping Center and Main St. Landing to recruit tenants for the mall, downtown, New North End, and waterfront. Increase the number of sidewalk vendors downtown.

**Industrial Property Redevelopment:** Continue to work with City Market expansion to the South End, increase Economic Development activity due to Champlain Parkway completion and upgrades to Sears Lane. Predevelopment of property located between Flynn Ave. and Ambrose Place.

**Redevelopment Opportunities:** Provide a variety of assistance to the following companies:

*Job Development :* a) Charlebois; b) Heritage Flight transition to VTC, VFA and BTC; c) Switchback; d) Koffee Kup Bakery; e) Dealer.com; f) Seventh Generation; g) Burton

*New Development:* a) hotels; b) Lake Champlain Chocolates/Sondik Building; d) Emergent Media Center Champlain College.

*New Facilities:* a) Burton; b) Food Enterprise Center; c) Rhino Foods; Delare.com

*New Commercial/Housing complexes:* a) Thayer School; b) Free Press buildings

*Pre-Development:* CEDO will continue to work cooperatively with owners, Planning & Zoning, Church Street Marketplace, etc to determine the highest and best use of the following properties; a) Main Street landing waterfront properties; b) Burlington College; c) Burlington Town Center; d) Revitalize surrounding properties at Lawson Lane; e) Barge Canal Properties; Sears Lane; f) Downtown TIF properties; g) Waterfront TIF properties.

**Learning Clusters:** Provide assistance and training to small businesses in business clusters including Software/Technology, BioScience, Green Business, Bicycles, Specialty Foods, New Media, Arts and Culture.

**Burlington Airport:** Assist in developing and carrying out strategic plan to attract and retain tenants for the expanding Airport Industrial Park. Assist in Heritage Flight transition.

**Waterfront Development:** Support Waterfront TIF redevelopment process and Public Investment TIF Action Plan.

**Downtown Development:** Support Downtown TIF redevelopment process.

**Workforce Training:** Identify sectors that pay livable wage jobs where local training is unavailable. Work with higher education institutions, government agencies and non-profits to develop workforce training programs. Outreach to low and moderate-income residents to help access workforce training and jobs.

**Education:** Support technology transfer and business development from UVM and Champlain College, establish new businesses in Burlington from faculty and students, and link classroom learning with Burlington business needs. Work with businesses to identify new career skill sets needed to be taught in schools.

**Regional & National Headquarters:** Support the establishment, retention, and expansion for a variety of regional and national businesses headquarters including Burton, VEIC, and Seventh Generation.

**2. If you plan to pay for staff with CDBG funding, describe what they do in relation to the specific service(s) / activity(ies) in your Project/Program Design.**

Specific Service / Activity	Position/Title	Work Related to CDBG-Funded Activity	# of Hours per Week spent on this Specific Service / Activity	% of Hours per Week spent on this Specific Service / Activity to be paid with CDBG
Business Development Enhance Infrastructure	Assistant Director for Economic Development	Business technical Assistance; site analysis; loan assistance; financial assistance	6	100%
Business Development Enhance Infrastructure	Economic Development Specialist	Business technical assistance; business planning; site analysis, loan assistance; meeting coordination, financial assistance	20	100%
Business Development	Economic Development Specialist	Business tech. assistance; site analysis	8	100%

**3. Program/Project Budget**

Line Item	CDBG Funds	Other	Total
Assistant Director Econ. Dev.	\$8,853	\$	\$8,853
Econ. Dev. Specialist	\$29,758	\$	\$29,758
Econ Dev. Specialist	\$9,554	\$	\$9,554
Program and Staff Fringe	\$16,705	\$	\$16,705
<b>Total</b>	<b>\$64,870</b>	<b>\$</b>	<b>\$64,870</b>

4. Funding Sources	Project		Agency	
	Current	Projected	Current	Projected
CDBG	\$ 60,000	\$ 64,870	\$689,742	\$655,255

State (specify)			\$686,809	\$686,809
Federal (specify)			\$1,295,481	\$1,151,257
United Way				
Private (specify)				
Program Income			\$33,600	\$33,600
Other (specify)			\$962,092	\$873,103
<b>Total</b>	\$	\$	\$ 3,667,724	\$ 3,400,024

5. Of the total project cost, what percentage will be financed with CDBG?

$$\begin{array}{ccccccc} \$64,870 & \div & \$64,870 & = & 100\% \\ \text{CDBG Funding} & & \text{Total Project Cost} & & \text{Percentage} \end{array}$$

6. Of the total project cost, what would be the total cost per person?

$$\begin{array}{ccccccc} \$64,870 & \div & 3 & = & \$21,623 \\ \text{Total Project Cost} & & \# \text{ Proposed Beneficiaries} & & \text{Cost Per Person} \end{array}$$

7. Why should CDBG resources, as opposed to other sources of funding, be used for this project?

CDBG funds are required for these economic development activities because there are no other options available. There are virtually no City or State funds available for these activities without demonstrating CDBG support. Often, these funding opportunities provide benefits well beyond the economic development infrastructure. Private investment and development activities create jobs, improve the quality of life in the City, and substantially increase the commercial tax base. An increase in the commercial tax base is essential to keep property taxes low for the low and moderate-income residents of our community and to provide essential city services to all residents.

8. Describe your use of community resources, including volunteers. Include any resources not listed in your budget. Will CDBG be used to leverage other resources? Every year this program leverages private dollars including direct investment in businesses along with commercial leases.

9. If your organization has experienced any significant changes in funding levels during the past year, please explain. Yes, there has been a steady decline in awards from our Federal and State funders. There is an anticipated 5% reduction for FY15 in both CDBG and HOME. The declining revenue will continue to seriously impact our ability to provide services. The percentage of agency funds used for general administration is 8.11%. Of this request, 100% of funds will be spent on direct program costs.

**10. What cost-cutting measures has your organization implemented?** In the true spirit of fiscal discipline, CEDO is taking perhaps the most significant cost-cutting measure possible: not requesting CDBG funding for the Housing Initiatives Program (HIP) in this funding cycle. This marks the first time since the City became a CDBG Entitlement Community in 1983 that funding is not being sought for HIP. Due to program income and conservative budgeting, HIP has sufficient funding to operate in the upcoming year. CEDO continues to take austerity measures by curtailing outside expenditures to the greatest extent possible. We have discontinued or severely limited sponsorships for events, travel to meetings and conferences, community outreach, attendance at workshops and webinars, and other expenses. We have decreased our support for studies critical to understanding the City's housing market and economy. Our antiquated equipment and office furniture are castaways from other departments. Staff has also eliminated expenditures on professional development and training. In recognition of the decrease in CDBG funding and the many important activities that are conducted and funded in part by CDBG, this project has eliminated any request for direct CDBG funding for any activities beyond staff costs. The project staff will continue to aggressively pursue all other possible funding opportunities to support carrying out these activities.

## **VIII. Collaboration/Efficiency**

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**1. Please describe other organizations/programs you work with to achieve outcomes for your program participants. How does your program collaborate with other programs, organizations, or services to address the needs of the people you serve? [UWCC]** To accomplish our goals we try to leverage additional Federal, State and local resources. This project works with a wide array of non-profit, government and business entities, including HUD, VT Agency of Commerce and Community Development, small business owners, local and national developers, GBIC, business and real estate professionals, property owners, business trade and advocacy associations, City departments and commissions, higher education institutions, VT Department of Labor, VT Economic Development Authority, and numerous financial institutions. Each of our partners brings additional resources to address specific issues that compliment CEDO array of services.

**2. Describe your agency's efforts at becoming more efficient in achieving your outcomes or managing your project/program.** Each program/project demands unique and targeted actions, and at any given time, there are many projects that require multi – departmental efforts or are coordinated with outside agencies to make them efficient. Core strategies include cooperative agreements around specific projects, leveraging resources for projects completion, with intensive staff follow up and problem solving to move projects forward. Example: assisting Burton with permitting issues relating to building projects that Burton had possibly undertaken as far back as 1996. Project staff held many meetings with Burton personnel, City Code Enforcement employees and Planning & Zoning. We are almost at resolution. This process is the most efficient way for Burton to navigate the City's permitting system.

**3. What other agencies provide similar services or programs? [UWCC]** This program efficiently provides assistance that is often linked to other City services and/or City Departments. This includes helping with business expansion plans, permitting, storm water and more. Helping business owners navigate the City bureaucracy is a service that no other programs or departments in the City can provide efficiently. This saves business owners time and money.

## **IX. Sustainability**

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**1. How will this project have a long-term benefit to the City of Burlington? If this project ends, will that benefit continue?** The outcomes of the Sustainable Economic Development Strategies Program will continue to benefit Burlington over the long term by creating a sustainable economy that will bring long-term benefits to all residents through: 1) development of new workforce training programs; 2) retention and development of livable wage jobs; 3) development of viable growing businesses; 4) revitalization of our business districts; and 5) an increase to the City's tax base which supports needed community services such as Police, Fire, streets & sidewalks and our community schools. The businesses that have been helped in the past will probably continue operating until something significant impacts their success. New development projects and businesses that require CEDO's support, such as Dealer.com and Lake Champlain Chocolates' expansion on Pine Street, City Market expansion, and the TIF District redevelopment projects might not happen without support from this program. A very specific example for this year is the possibility that Dealer.com will grow in other markets instead of Burlington, without our technical assistance and connections to education programs. This project will contribute significantly to new local taxes per year to the City. If this project ends, it is likely that these benefits will not continue.

**2. If CDBG funding ends, will the project be able to continue?** No, unless the City of Burlington decides in the future to support this type of economic development with alternative sources.