

# City of Burlington / 2014 CDBG Application Form

Project Name: Neighborhood Revitalization Strategy (NRS)  
Project Location / Address: Burlington's Renewal Community & Neighborhood Revitalization Target Area  
Applicant Organization / Agency: Community and Economic Development Office (CEDO)  
Mailing Address: Rm 32 – City Hall, 149 Church Street, Burlington Vermont  
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EIN #: 03-6000410 DUNS #: 830418245

<p align="center"><b>CDBG Funding Request: <u>\$44,743</u></b></p> <p><b>Check <u>ONE</u>:</b>      <u>  X  </u> <b>1 year</b>                      <u>      </u> <b>2 years</b> (Equal Access, Health)      (Housing, Homeless, Hunger)</p>
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**1. Type of Organization**

Local Government                       Non-Profit Organization (please provide copy of your  
 For-Profit Organization                      IRS 501(c)(3) tax exemption letter)  
 Faith-Based Organization                       Institution of Higher Education

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

**3. List of Board of Directors:**  Please attach.

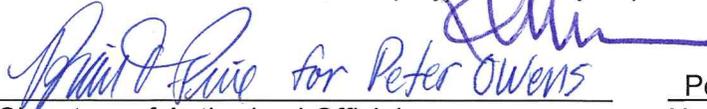
**Certification**

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, Community & Economic Development Office  
Title

January 13, 2014  
Date

## ***I. Demonstrated Need***

### **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 through out the City and transportation to employment are also identified needs. This program/project meets these needs.

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

### **1. Describe the program/project activities. [UWCC]**

The NRS focuses on the Neighborhood Revitalization Strategy Area (NRSA), within which there are opportunities to encourage microenterprises and create jobs for low - and moderate- income persons. There are in-fill housing opportunities that exist on small parcels throughout the City, particularly in the downtown and south end. Additionally, there are opportunities for increasing the connectivity of different parts of the City to housing and employment hubs via transit and other modes of transportation is a priority including pedestrian and bike-friendly paths, which include the Waterfront Access North project, Railyard Enterprise Project, the Champlain Parkway, the North Avenue Corridor Study and the renovation of Burlington's Bike Path.

Specific activities may include, but are not limited to:

- Railyard Enterprise Project (REP) scoping study, which is the first step to developing a new grid system of streets adjacent to the Champlain Parkway west of Pine Street and north of Marble Avenue, will be completed this year. The next step for advancing the project and accessing funding will include completing the NEPA process and conceptual designs.
- CEDO is working closely with the Departments of Public Works and Parks develop the Waterfront Access North project, a new waterfront Skatepark will be constructed along with innovative and highly effective storm water treatment wetland, undergrounding overhead utilities, a new section of Bike Path, new roadway and sidewalks, street lighting and trees.
- CEDO will be assisting the Parks and Recreation Department with predevelopment and eventually construction activities related to the waterfront Bike Path improvements along the central section of the bike path in the NRSA.
- Collaboration with Chaplain Valley Heritage Partnership, Lake Champlain Basin Program and Chittenden County Scenic Byway program to both partner with and provide heritage, cultural and environmental resources to the community.
- Economic development in the NRSA will be supported by maximizing benefits of the Downtown Program, revitalization of the Moran site, new transportation infrastructure projects downtown and on the waterfront along with historic preservation activities.

These specific activities advance Plan BTV, the Waterfront Revitalization Plan, the Municipal Development Plan & the 2013 HUD Consolidated Plan and many other community wide plans all of which were developed with extensive community involvement. The NRS project 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 NRSA.

### **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 program/project is designed this way with input from the community through the HUD 2013 Consolidated Plan and the Plan BTV, the Waterfront Revitalization Plan, the Municipal Development Plan along with many other community wide plans and scoping studies led by citizen advisory groups or steering committees. It is designed to meet the identified city-wide needs of housing renovation/repair, weatherization, preservation of affordable housing and increased opportunities for homeownership; job creation/retention as well as housing and jobs being co-located to decrease the travel time and burden on the roads. It will increase access to services and public facilities, accessibility through out the City and transportation to employment, which are also identified needs.

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. The activities undertaken as part of the NRS will eventually lead to an area wide benefit. This program/project is unique as it focuses on public infrastructure and public facilities. In almost every circumstance, foundations, private donors and for-profit developers do not provide resources or commit to ensuring community participation in developing and constructing these types of public improvements and facilities according to the community's desires.

**3. How will this program/project contribute to the City's anti-poverty strategy?**

2013 HUD Consolidated Plan identifies opportunities to encourage microenterprises and create jobs for low - and moderate-income persons along with increasing the connectivity of different parts of the City to housing and employment hubs via transit and other modes of transportation is a priority including pedestrian and bike-friendly paths.

All the work of the NRS is directed at creating a healthy and vibrant local economy in our downtown and waterfront that are inclusive and accessible to all people, including low/mod income people. The transportation improvement projects target more transit (bus) improvements, creation of easier pedestrian and bicycle access and better public facilities (i.e. restrooms, bus shelters, wayfinding). Once individual projects reach the point of construction they provide significant construction jobs. The City works with successful bidders to recruit among low-income workforce training programs (ReSource, Vermont Works for Women's Step Up Program, etc.) for these construction jobs. These projects will have many outcomes that will occur in phases, the primary outcome is the creation of jobs (construction as well as permanent), particularly for low/moderate income residents of the target NRSA.

This program/project addresses the basic needs of people living in poverty by improving public amenities, upgrading transportation infrastructure, creating new public facilities, improving housing conditions, public safety and business development in the NRSA which encompasses these neighborhood commercial corridors, the Waterfront and Downtown. The revitalization/improvements to these areas will promote economic self-sufficiency through local business ownership, small business start-ups, retention and expansions along with providing jobs to local residents and improved access to goods and services. In addition to the long-term job creation/retention that will result from these projects, the predominately low and working class residents of the Old North End will be closer to entry level jobs alleviating some of their transportation burdens. Reinvestment in this area improves the quality of life and economic opportunities for thousands of low and moderate-income residents. Economic development, by way of microenterprise and technical assistance to local businesses helps create new jobs for local residents. Public improvements, infrastructure projects and brownfield remediation are necessary to improve the quality of life, access to facilities and goods and services in the area.

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

The City of Burlington's NRSA (census tracts 3, 4, 5, 6&10) was approved in January 2006 and resubmitted with no change in 2013. There is community engagement and involvement in developing the various plans and studies that guide and direct the activities of the NRS. A sample of the types of community and/or participant input used are: Community meetings, NPAs, online comments, surveys, citizen advisory groups or steering committees, going to specific disadvantage or underrepresented groups to solicit their input, formal public hearing, ballot questions, and publicly warned meetings with elected or appointed officials.

**III. Proposed Outcomes**

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

This project addresses the basic needs of people living in poverty by improving public amenities, upgrading transportation infrastructure, creating new public facilities, improving housing conditions, public safety and business development in the NRSA which encompasses these neighborhood commercial corridors, the Waterfront and Downtown. The revitalization and improvements to these areas will promote economic self-sufficiency through local business ownership, small business start-ups, retention and expansions along with providing jobs to local residents and improved access to goods and services. In addition to the long-term job creation and retention that will result from these projects, the predominately low and working class residents of the Old North End will be closer to entry level jobs alleviating some of their transportation burdens. Reinvestment in this area improves the quality of life and economic opportunities for thousands of low and moderate-income residents.

**2. List your goals/objectives, activities to implement and expected outcomes.**

Specific Service / Activity:	CDBG will pay for:	Unduplicated Total # of Households/ Persons to be Served in this Service / Activity:	Unduplicated Total # of Burlington Households/ Persons to be Served:	Outcome(s) to be Achieved:
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Transportation infrastructure projects – Waterfront, Marketplace, Downtown	Local match for staff time, public outreach/participation, project management, consultants and construction (without CDBG support public outreach/participation/ local match would not happen)	Unknown # of out-of-town visitors	39,815 (Citywide)	<ul style="list-style-type: none"> <li>• 100 construction jobs</li> <li>• Improved public access in the downtown and waterfront</li> <li>• Business retention/assistance/ communication during construction</li> <li>• Advance Plan BTV initiatives</li> <li>• Advance Railyard Enterprise Project</li> </ul>
Public Facilities (Moran Plant, War of 1812 burials and Scenic Byways and others as assigned)	<ul style="list-style-type: none"> <li>• Project management for the redevelopment of the Moran Plant</li> <li>• Archeological resource management for North Street War of 1812 Burials</li> <li>• Coordination/construction of Scenic Byways infrastructure to support economic development &amp; heritage tourism</li> <li>• Local match for staff time, consultants and construction, along with public outreach</li> </ul>	Unknown # of out-of-town visitors	39,815 (Citywide)	<ul style="list-style-type: none"> <li>• Redeveloped Moran Plant in accordance with public input</li> <li>• Re-interment of 1812 remains in a new public facility, with increased access to local history along with heritage tourism infrastructure</li> <li>• Update Plan, signage, and other Scenic Byways improvements</li> </ul>

Burlington's HUD-approved NRS focuses on the Downtown, Waterfront, Old North End, Riverside Ave. and Pine St. commercial corridors. Over 70% of the residents in the NRSA are low and moderate income. The activities funded by this application focus on improving infrastructure, public facilities and businesses in the NRSA with maximum public input and participation.

#### IV. Impact / Evaluation

**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]**

The NRS provides an area wide benefit for low and moderate income people, so construction of a project resulting in completion will provide the results for completed projects and counting of construction jobs. This provides an overall benefit to the community. Most of these redevelopment projects take multiple years to complete; therefore any data would be collected over multiple years.

**2. How successful has the project/program been during the most recent reporting year for your project? Report the # of beneficiaries you intended to serve with which activities & outcomes from June 2013.**

Most of these long-term, larger transportation infrastructure and redevelopment projects take 3-7 years to go from the community development process, through engineering and design to assembling the necessary financing and finally to actual construction. The project is successful when we are able to complete the community planned transportation infrastructure improvements or renovation of public facilities and see the revitalization of the surrounding target area to the satisfaction of the community.

Near-term measurable economic benefits include creation of 100+ construction jobs over two years and increase in tax revenues and business sales over the next five years. Additionally, remediation of nearly 5 acres will occur within three years. The project will address environmental justice concerns since the blighted and frequently vandalized site is located in a low-income neighborhood, across the street from a 40-unit affordable housing development. Other major outcomes will include removal of environmental hazards, creation of new businesses, increase in publicly and privately owned property values, increase in business sales volume, green development, and incorporation of universal design. Additional outcomes include removal of blight and creation of a new public facility. Once these types of projects are complete they help to attract and retain businesses as well as generate more revenue for city services through an expanded tax base. They create what is known as a multiplier effect on the local economy, where every \$1 spent on construction results in approximately another \$2.50 in other spin-off economic activity.

Neighborhood Revitalization Strategy	Projected 2013	Actual 2013	Projected 2014
Public facilities	1	1	1
Construction Jobs	250	50	100
*Street Improvements completed	50%	25%*	50%
Access by residents to downtown from the Old North End	5,363 (72%low/mod)	5,363 (72%low/mod)	5,363 (72%low/mod)

\* The Waterfront Access North (WAN) project work creates approximately 100 construction jobs and \$8+ million in spin off economic activity, capturing local dollars and keeping them circulating in the community. WAN was delayed due to spring and Irene related flooding impacts on capacity at VTrans, USACE and VTDEC delaying project approvals, then it was delayed due to legal appeals regarding the project permits. All these appeals were settled in 2012. The project has seen additional delay with design modifications, but began construction in December 2013.

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

These larger transportation infrastructure and redevelopment projects take 3many years to complete and many more years to reap the full benefits from the projects. As of the 2000 Census the NRSA contains a composite low/mod percentage of low- and moderate-income residents of 71.1%. The census data has not been updated. However, the poverty level data for the target area, using the 2005-2009 American Community Survey shows that of the total population in the target area, 37% are living below poverty level. For children under 18, 40.8% are living below poverty level. For the adult category ages 18-64, 37.5% are living below poverty level. For the category of seniors over the age of 65, 29.4% of the population is living below poverty level. This data suggests that these types of program/projects are still very much needed and it is important to retain a focus on the NRSA.

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

### **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 Old North End, the waterfront and in the Enterprise Zone in the South End, all of which are in the NRSA. 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.

The proposed NRS activities are a direct extension of CEDO's efforts to increase civic engagement and citizen participation, economic opportunities, revitalize neighborhoods, implement the NRS and build upon other City and regional planning efforts.

### **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 partner organizations**

CEDO has 30 years of experience successfully implementing complex community, housing and economic development projects and programs. Tasked with revitalizing the waterfront district, past projects include reconstruction of Lake Street, creation of Waterfront Park, a community boathouse, Waterfront Bike Path, public fishing pier, and public parking. These public improvements have spurred millions of dollars of private investment in commercial development, market - rate and affordable housing, and a non - profit science museum. CEDO administers several HUD and EPA programs, including the Community Development Block Grant, HOME Investment Partnership, Burlington Lead Program - Lead Hazard Reduction and Brownfields programs. CEDO also administers the Community Justice Center. The City has been recognized for several best practices.

The NRS manages long-term projects, larger transportation infrastructure/redevelopment projects that take 3-7 years to go from the community processes, through engineering and design to assembling the necessary financing and finally to actual construction. CEDO staff funded through this project manages the process of public outreach and input; serve as the liaison between city departments, elected officials, commissions, state and federal entities, public and all other stakeholders; locate and secure additional resources, leveraging millions of dollars of other public and private investment; and often work with DPW & Parks to manage the construction process. Specific activities that will require critical community input and participation include the update of the Scenic Byway Plan, advancement of Plan BTV initiatives, Champlain Parkway and the Railyard Enterprise Project, construction of the Waterfront Access North project and adoption of an Archeology Management Plan for the War of 1812 resources.

Burlington's CEDO has provided project management and all pre-development activities for transportation infrastructure projects, coordinating with Parks & Public Works to manage construction activities. The CEDO staff has had extensive experience working with VTrans' Local Transportation Facilities Division delivering projects. The City currently administers \$3.M+ in FHWA funds, including improvements under construction on the Lake Champlain waterfront. CEDO has a successful track record demonstrates the City's familiarity with FHWA project delivery guidelines and an ability to develop, permit and construct projects that meet both mobility and economic development objectives.

The North Street and Lake Street projects are examples of the City's implementing transportation infrastructure projects that leverage long-term economic growth. The North Street project involved revitalizing the main commercial corridor in the Old North

End and creation of the ONE Arts & Business Association. Completed in 2005, the project involved over 800 residents and business owners, and resulted in an increase from 18 to 30 businesses on the street. Similarly, the reconstruction of Lake Street spurred a \$13.5M commercial development – creating 571 construction and 101 permanent jobs – as well as the construction of market rate housing, and 40 units of affordable housing.

The project manager has experience handling a variety of community development projects through predevelopment to implementation funded with local, state and/or federal funds and is an active liaison between CEDO and many other departments to ensure success of projects involving multiple departments, state and federal agencies. The manager has experience with the following federal programs: NPS – Save America’s Treasures; NPS – Preserve America; NPS – American Battlefield Protection Program; HUD – Community Development Block Grant; HUD – Economic Development Initiative; HUD – Section 108 Guaranteed Loan program; FHWA – Transportation, Community, Systems and Preservation; FHWA - Transportation Equity Act for the 21<sup>st</sup> Century; FHWA - Scenic Byways program; FHWA – Transportation Enhancement Program. The project manager also administered and managed grants/awards from the following State of Vermont programs: Division for Historic Preservation - Unmarked Burial Fund; Division for Historic Preservation – Certified Local Government program; Designated Downtown Program - Transportation Fund; Designated Downtown Program – Sales Tax Reallocation Program.

**3. What steps has your organization/board taken in the past year to become more culturally competent?**

CEDO has a dedicated, nine member team that meets monthly. Their mission is to oversee/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

**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.

Service / Activity	Unduplicated Total # of Burlington HH / Persons to be Served	# Extremely Low-Income	# Low-Income	# Moderate-Income	# Above Moderate-Income
Public Facilities/ Infrastructure programs/projects	39,815/ 15,841 households	18.8%	15.1%	22.2%	43.8%

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]

This program/project creates opportunities for disadvantaged groups of people. It is located in an area that as of the 2000 Census contains a composite low/mod percentage of low- and moderate-income residents of 71.1%. The census data has not been updated. However, the poverty level data for the target area, using the 2005-2009 American Community Survey shows that of the total population in the target area, 37% are living below poverty level. There are also people with disabilities, minorities, women with children living in poverty, people with limited English proficiency, and at-risk youth in the project area. All of these groups are engaged in the planning and development of programs/projects. Once individual projects reach the point of construction, they provide significant construction jobs. The City works with successful bidders to recruit among low-income workforce training programs (ReSource, Vermont Works for Women's Step Up Program, etc.) for these construction jobs. Any construction contractor for these projects will comply with the City's Livable Wage Ordinance, Davis-Bacon, the Disadvantaged Business Enterprise Program and an On-the-Job Training program. Also any construction project, when completed, will be ADA compliant. By addressing public amenities, transportation infrastructure, creation of public facilities, housing conditions, public safety and business development in the target areas, this project is aimed at the highest concentration of people living in poverty.

**b. How do you select and reach your target population?**

Beneficiary income levels are documented using the 2010 U.S. Census information. The Neighborhood Revitalization Strategy target area contains a composite low/mod percentage of low- and moderate-income residents of 71.1%. The census data has not been updated. However, the poverty level data for the target area, using the 2005-2009 American Community Survey shows that of the total population in the target area, 37% are living below poverty level. For children under 18, 40.8% are living below poverty level. For the adult category ages 18-64, 37.5% are living below poverty level. For the category of seniors over the age of 65, 29.4% of the population is living below poverty level. All jobs created are counted as low and moderate because they are in the NRSA.

**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. Many CEDO staff members have participated in several diversity/racism trainings. We include an EO statement in our outreach materials. CEDO's offices are accessible. Program information is available in French, Vietnamese and Serbo-Croatian in hard copy and online (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.

This project creates opportunities for disadvantaged groups of people. It is located in an area where 89% of the elementary school children receive free or reduced price lunches. There are also people with disabilities, minorities, women with children living in poverty, people with limited English proficiency, and at-risk youth in the project area. Once individual projects reach the point of construction, they work with successful bidders to recruit among low-income workforce training programs (ReSource, Vermont Works for Women's Step Up Program, etc.) for these construction jobs. Any construction contractor for these projects will comply with the City's Livable Wage Ordinance, Davis-Bacon, the Disadvantaged Business Enterprise Program and an On-the-Job Training program. Also any construction project, when completed, will be ADA compliant.

**VII. Budget / Financial Feasibility**

**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]**

The CDBG funds will be spent on staff salary and benefits along with project delivery.

**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 Activity	% of Hours per Week spent on this Specific Activity to be paid with CDBG
Transportation Infrastructure Projects	Project Manager	Project outreach, public participation, predevelopment, management, compliance, and implementation	Varies from week to week: avg. 15 hours	35%
Public Facilities: Moran War of 1812; Scenic Byways and others as assigned)	Project Manager	Project outreach, public participation, predevelopment, design, development, management, compliance, and implementation	Varies from week to week: avg. 25 hours	35%

The remaining 30% of funding to cover these activities comes from other grant and local sources.

**3. Program/Project Budget**

Line Item	CDBG	Other	Total
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<b>Full-time CEDO Staff Person plus fringe</b>	\$44,743	\$43,857	\$88,600
<b>Construction: Predevelopment/preliminary engineering/construction/ outreach activities</b> TIGER/TE – This is an estimate of the funding required for construction of the some of the 2014 of transportation improvement projects. CEDO secured a \$3,150,000 TIGER grant, \$200,000 Fisheries grant and worked with DPW to secure a \$100,000 TE grant. CEDO secured an \$80,000 CCMPO grant. CEDO is responsible for the predevelopment of these projects, solicitations for funding & coordination with residents and businesses during construction. DPW is responsible for the technical & financial management of the projects, since once completed these are DPW or Parks facilities. CEDO works in cooperation with Public Works & Parks on these projects. This funding is accounted for in the Public Works & Parks budgets.	\$0	\$3,530,000	\$3,530,000
<b>Total</b>	<b>\$44,743</b>	<b>\$3,573,857</b>	<b>\$3,618,600</b>

**4. Funding Sources**

	Project		Agency	
	Current	Projected	Current	Projected
CDBG* *This does not cover the position. Amount required to cover the cost of the position will fluctuate year to year based on other available outside resources of support.	\$39,500	\$44,743	\$ 689,742	\$ 655,255
State	\$ 0	\$0	686,809	686,809
Federal (see above VII.3)	\$3,530,000	\$3,530,000	\$1,295,481	\$1,151,257
Program Income	\$0	\$0	33,600	33,600
Other	\$0	\$0	962,092	873,103
<b>Total</b>	<b>\$3,569,500</b>	<b>\$3,547,743</b>	<b>\$ 3,667,724</b>	<b>\$ 3,400,024</b>

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

$$\frac{\$44,743}{\$3,618,600} = 1.2\%$$

CDBG Funding      Total Project Cost      Percentage

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

$$\frac{\$3,618,600}{42,417 \text{ persons}/16,851 \text{ households}} = \$85 \text{ per person}/ \$215 \text{ per household}$$

Total Project Cost      # Proposed Beneficiaries      Cost Per Person/ household

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

This CDBG grant will help meet both the local match requirement and cover staff costs involved in bringing these transportation infrastructure improvement and public facility projects to fruition. Funding for the project is critical to be able to take action in a timely manner to leverage state or federal resources or even more importantly to leverage private investment in projects. If this project does not receive full funding, it would either mean a part-time or no staff position to advance the project activities unless the deficit were made up from the City's General Fund. A half-time staff position would not be effective for these projects given the complexity and scale of the activities. Lack of CDBG funding will also hinder even the most basic advancement of the projects, particularly for the redevelopment of the Moran Plant and transportation infrastructure projects. There is not a more appropriate source of funds. Foundations, private donors and for-profit developers do not provide resources to ensure community participation in developing and constructing these types of public improvements and public facilities according to the community's desires.

**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?**

There are thousands of hours of community members' time participating in the predevelopment of these community-based projects. CEDO will solicit Federal and State transportation funds to use in conjunction with CDBG funds to secure additional funding to implement new transportation infrastructure and public facilities projects. This year, CEDO will support the work of the following citizen volunteer groups: Railyard Enterprise Project Steering Committee, and the Skate Park Advisory Group. In 2012, CEDO applied for and was granted an award of technical assistance with a value of \$20,000 for the Railyard Enterprise Project (REP) from Global Green to incorporate LEED principals into the revitalization efforts. Additionally, the REP received \$100,000 in funding to assist with the scoping study from FHWA/VTrans through the CCRPC.

**9. If your organization has experienced any significant changes in funding levels during the past year, 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***

- 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]**

The activities funded in this application extend across most CEDO's divisions; Economic, Community, Housing and Brownfields and works regularly with the following local, state and federal entities: Local – CCRPC, Local Motion, BBA, SEBA, ONEABA,

This approach ensures that CEDO meets its goals in a collaborative, comprehensive and efficient way. These activities will immediately serve those in the NRSA and eventually the entire population of Burlington. This project will retain a focus on outreach and public participation in these revitalization activities along with development and construction of other physical infrastructure projects that contribute to the quality of life and increased economic opportunities in the Neighborhood Revitalization Strategy target area.

- 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 of include cooperative agreements around specific projects, leveraging resources for projects completion, with intensive staff follow up and problem solving to move projects forward.

- 3. What other agencies provide similar services or programs? [UWCC]**

There are no other agencies like CEDO in Burlington.

## ***IX. Sustainability***

- 1. How will this project have a long-term benefit to the City of Burlington? If this project ends, will that benefit continue?**

The long-term benefits resulting from this investment in public infrastructure, facilities and community vitality will be felt by future generations. These benefits include:

- A safer, more efficient transportation system.
- Improved lighting, streets and sidewalks.
- Quality design and materials for the project, ensuring longevity and low maintenance.
- Upgraded infrastructure and utility services improving safety and reliability.
- Increased stewardship, private investment, community pride & an expanded tax base.
- Decreased crime with increased public safety and security.
- Reduced future repairs, expenditures and deterioration of the infrastructure or facilities.
- Decreased air, light and noise pollution.
- Improved access to jobs and services while providing for sustained economic development.
- Enhanced aesthetic appeal of the street & greater pedestrian use of the transportation corridor.
- Increased public use and enjoyment of the facilities.
- Neighborhood empowerment & engagement with leadership by residents & businesses.

If the project ends and construction of transportation infrastructure improvements/ public facilities are completed, the benefits will continue. If the project ends prior to construction, the benefits are unlikely to occur. The transportation facilities are in the public right of way - maintained/operated by the DPW. Other public facilities are maintained/ operated by appropriate city departments.

- 2. If CDBG funding ends, will the project be able to continue?**

If CDBG funding ends, the project will not be sustainable. CEDO does not receive general fund dollars and local dollars are becoming scarcer. There is not a more appropriate source of funds. Foundations, private donors and for-profit developers do not provide resources to civic engagement and community participation to develop and construct these types of transportation improvements and public facilities in conjunction with the community and according to the community's desires.