



community sailing center

lake champlain : burlington vermont



Executive Summary

The Lake Champlain Community Sailing Center (CSC) proposes to build and operate a 10,000 sf classroom, office, and storage building with an additional 40,000 + sf outdoor storage yard and access facility. The CSC will provide and expand its operations to meet the community needs for small craft storage and access to Lake Champlain, for Floating Classroom outdoor experiential-education opportunities for local students, for continued growth of the Adaptive Watersports program and partnership with Vermont Adaptive Ski & Sports, and as the home for the nationally ranked University of Vermont Sailing Team, and the Northern Vermont High School Sailing Team. For 20 years, the CSC has increasingly been a vital community asset providing access, education, and recreation opportunities to all members of the community, regardless of physical or financial abilities. The CSC is like no other organization in the region, providing nationally acclaimed programming to the greatest breadth and depth of the diverse community of Greater Burlington. And for over twenty years the CSC has acted as the custodian of significant Public Trust lands surrounding the Moran Generating Station providing access to the largest and most significant asset any citizen of the State of Vermont will ever own – Lake Champlain.

For nearly all of the last twenty years, the CSC has refined its vision for a permanent home on the Burlington Waterfront. It has participated in the conceptual development, design and planning processes for nearly every idea that the City of Burlington or other organizations have proposed for the Moran Building and site. With each of those proposals, the Board, Trustees, staff, and development team honed the project and its attributes to transform the public access opportunities with a world-class facility for our world-class waterfront. The organization's present team has extensive experience in local and regional development projects ranging from residential homes and resort developments to commercial retail markets and offices, in addition to highly successful business development and private or non-profit fundraising consultancy. Furthermore, the Board and Trustees are comprised of entrepreneurs and business leaders who have

created significant enterprises providing hundreds of jobs and millions of dollars of economic impact into the region. Their advice and participation in the project and proposal are critical to its success.

The Proposal requires approximately \$475,000 (Four Hundred and Seventy-five Thousand Dollars) of TIF funding to prepare and stabilize the area north of the Moran Plant to the Interim Development Zone Boundary with necessary utilities (water, sewer, natural gas and electric services), to construct shoreline improvements necessary for enhanced access to City and Center owned floating docks and wave attenuators, and to perform site pre-development for the Center's building at the southern boundary of the Urban Reserve. The TIF investment request provides resources to assure that the lands can successfully support the development of the Center's yard and building within the Moran site as approved by the City of Burlington Development Review Board in 2010. The project is proposed on lands that were previously used for containment and base for a massive fuel oil tank and related pumping/transfer apparatus. Some of the area has wetland attributes for which the US Army Corp of Engineers and Vermont Lakes and Ponds Division have authorized to fill. The proposal best utilizes the limited funds available within the Waterfront TIF District because it is critical public infrastructure for a municipal project which is already approved and permitted and can be implemented immediately, without any permitting contingency, appeal risk, or other regulatory hurdles.

Most importantly, the project implements a significant aspect of plans developed and approved by the voters of the City of Burlington and with the advice and consent of the City Council and every City department. The Community Sailing Center is specifically noted in the Harbor Management Plan, Waterfront Revitalization Plan, and more recently, the Plan:BTV, as an important current and future waterfront development initiative assuring broad public access opportunities on Public Trust lands, complementing and enhancing existing and proposed development within those plans. The proposed project will immediately increase the quality and experience of thousands of City residents and visitors to an otherwise dangerous and ignored portion of the Burlington Waterfront, provide

modern universal access facilities for hundreds of students and disabled residents seeking access to Lake Champlain and assure public access for all for decades to come – no matter what other development may be proposed along the Waterfront.

Project

a. Project need -

From 1994 to 2009, the Center operated out of the Moran building with limited electricity and no heat, no running water, and leaky roofs. The CSC presently operates out of an underutilized Department of Public Works storage garage, with no windows, limited heat, and potable drinking water. Both of those indoor facilities are approximately 1200 sf of useable space. The Center also utilizes limited storage container or other space adjacent its yard and offices. The storage yard area is approximately 28,000 sf, with less than that for useable area given driveway and ingress/egress constraints. During those transitions, the Center's operations and services have grown exponentially. In 1994, the Center served approximately 60 youth and adults; in 2013, the Center served over 6,000. Overall program growth has been approximately 10-15% annually. Programming continues to expand to meet community demand and need for which there are no alternatives. NO other organization provides the high quality, low-cost access, education, and recreational opportunities that are provided by the CSC on the Burlington Waterfront. The CSC cannot provide its critical community programs anywhere else on the Waterfront. There simply is no other place available than the approved site and proposed project.

b. Project details -

The project significantly improves the facilities for the Centers operations and services. Initially, the storage yard area will approximately double. This will increase capacity for Center owned boat acquisition and storage, while also significantly increasing the area available for residents to store and launch their own boats. (See i. below).

In addition, the project includes the construction of a 10,000 sf building that will have approximately 6,000 sf of indoor storage, programming space, boat maintenance, and workshop, including a portion of the building for drive through access to the storage yard, maximizing utility of limited land area available. The remaining 3,000 +/- sf of the building footprint will be year-round universal access offices, classrooms, public restrooms, registration, and related administrative facilities. There will be two floors of enclosed office and classroom space, with a third floor of roofed open deck space for outdoor classroom and event space.

The design approach is a Form/Function one, informed by the mass of the Moran Building, the materials and scale of the Depot Street Housing building east of the Moran site, and the adjacent Water Department Facility. It is a vibrant, colorful space that will be the core of recreational access to the lake, adjacent the bike path and the last developed area before the public ventures into the Urban Reserve.

The project compliments all other projects proposed for the Waterfront by enhancing public access and providing much needed activity and public utilization of an otherwise blighted and dangerous section of the Waterfront. The project has been thoroughly vetted by the City residents, City departments, Development Review Board, Zoning and Planning, CEDO and other PIAP proposers. The project has enjoyed their approval and support over the last three years.

c. Catalytic effect on economic development –

The project will primarily provide direct and indirect economic activity through job retention and growth and with construction jobs during the development. The Center presently operates under a year-to-year lease with the City for its utilization of the DPW garage. The Center is staffed by 5.5 FTE management staff and 15-20 seasonal staff. The Center pays competitive wages and offers health care and related employee benefits to its salaried management team. With the

construction of the yard and building, there will be an estimated 18 construction jobs, with approximately 24 more interior finish trade jobs. Moreover, the Center will expand its staffing with two FTE employees and an additional five seasonal positions.

As a non-profit, the Center will not significantly add to the grand list and associated taxes, or directly provide significant revenue streams to the City. The Center building and yard will essentially be a public space, directly providing the public access opportunities that are not otherwise provided by other municipal services (Parks and Recreation, Burlington Boathouse, etc.), while enhancing the limited public access along the Waterfront.

d. TIF Eligibility and regulatory compliance analysis -

CEDO, the Public Investment Team, and their counsel have advised the CSC that the project satisfies TIF eligibility requirements and has no significant regulatory hurdles, given the existing previous approvals from the City of Burlington Development Review Board, US Army Corps of Engineers, and Vermont Division of Lakes and Ponds. While the project is relatively straightforward construction and development, there are no anticipated regulatory hurdles with construction, Labor and Industry or related permits.

e. Accessibility -

The CSC project and programs are centered on accessibility. The Center, in conjunction with its partnering organization Vermont Adaptive Ski & Sport (VASS or VT Adaptive), have collaborated for over a decade providing accessible recreation opportunities on the Burlington Waterfront. With the Adaptive Watersports Program and the McConnell Scholarship Fund, the CSC assures that everyone, regardless of physical or financial ability, is left on shore. With highly trained staff and volunteers, adaptive boats and other accessible cycles or craft, these partners are the only organizations providing

accessible opportunities to all Burlingtonians and visitors to Lake Champlain and the Waterfront.

The building construction will have universal accessibility by design.

f. Environment –

The project is part of a significant Brownfield and hazardous waste site mitigation project. The lands proposed for the Center's yard and building are part of the Waterfront Access North (WAN) project. A significant component of WAN will cap and remediate Brownfield and hazardous waste in soils from the historic operations of the Moran Plant and its coal piles, the historic fuel oil tank farm operations and related industrial operations. Another significant component of WAN is the construction and development of a state of the art storm water system for the entire Moran site, including an interpretive man made gravel wetland, of which the Center's project is encompassed.

g. Public Art –

The project does not incorporate public art at this time.

h. Housing –

The project does not incorporate housing or encourage increased housing along the Waterfront.

i. Walk-ability and bike-ability –

The project provides significant opportunities that enhance the walk-ability and bike-ability of the Waterfront and City of Burlington. The Center's location adjacent the bike path and along the WAN Lake Street extension provides enhanced opportunities to access the facility, the Waterfront and Lake Champlain for pedestrians or bikers. For local residents, the Center and yard provides secure storage and access for those with car-top or trailerable boats to access their vessels by public transportation, pedestrian paths or bike, reducing traffic loads in the congested Waterfront and reducing parking demands along the Waterfront.

Community Collaboration

As noted above, there are few if any regulatory hurdles for the CSC proposal and project. However, the Center prides itself on the collaboration it has with the various stakeholders in the City of Burlington and along the Waterfront. For 20 years the Center has worked intimately with the City, Department of Parks and recreation and CEDO during its growth, expanded utilization of the Moran and DPW site, construction, financing and installation of two federal and state grant proposals for floating wave attenuators and dock structures in the harbor in front of the Moran. The Center is a member of the BBA and an active participant of the Waterfront Action Group (WAG) as the business community informs and advocates for responsible development along the Waterfront. The Center partners with the Waterfront Dive Center, ECHO, Burlington Parks and Recreation, and other Waterfront businesses as it implements its programs and operations on the Waterfront. The Center's core value is collaboration with other organizations in the City to ensure access for all.

Project Team

Marcel Beaudin, Architect

Beaudin and Associates, Architecture and Planning started in 1959 with projects from ocean front resorts in Maine to residences in California and Colorado. Marcel represents South Burlington on the Regional Planning Commission. "I thought I would never return to Vermont after college but the lake and mountains got us back home." Marcel founded the Community Sailing Center in 1993 and has designed both the Community Boathouse and the Community Sailing Center projects.

Fritz Horton, Principal Architect

F. W. Horton & Associates

AIA, CSI, NCARB Certified

Following receipt of his Bachelor of Architecture degree Ball State School of Architecture & Planning in 1975, Fritz joined the Burlington office of Sargent, Webster, Crenshaw & Folley as a Project Manager, where he remained for four years before becoming in-house architect for Simmonds Precision Instruments in Vergennes, negotiating space requirements and designing to meet its needs for a 150% expansion under tight timeline and budget constraints. With that project completed in 1981, he joined Wiemann-Lamphere Architects in 1981 and quickly assumed the role of Chief Architect. Two years later, he and architect Andre Ptaszynski formed Horton-Ptaszynski Architects, working from their office in the Tracy House, a building they purchased, placed on the National Register for Historic Places and renovated in Shelburne, Vermont. Fritz established F. W. Horton & Associates to succeed that firm. His work has included planning studies, evaluations and design for over a hundred light commercial, institutional and residential projects in Vermont, several involving renovation, rehabilitation or preservation of historic buildings.

In 1998, with Civil Engineering Associates and Russell Colvin, Construction Consultant, he completed a report on of all Vermont State Parks for which he established the upgrade standards, and then he and his team evaluated Vermont's 53 parks, their infrastructures and over 1,000 structures against those standards with construction estimates for each project. He provided the department with spreadsheet-based workbook allowing the Department to prioritize those projects according to criteria that Department personnel could set and rank and reset at any time. Within two years, he had completed similar studies for state park departments in Connecticut and Maine.

Also in 1998, he designed a new clubhouse for the Lake Champlain Yacht Club, for which he received a design award from the American Institute of Architects. After completing this project, he served on the club's Board of Governors and as

Commodore. For many years, he was a member and then President of the Board of Directors of the Lake Champlain Community Sailing Center. In 1985, he founded and has served continuously as Chair of Shelburne's Historic Preservation and Design Review Commission. He has been a Rotarian since 1997 and currently is President of Sugarbush Soaring Club.



Betsy J. Walkerman
Entrepreneurial Strategy and Technology Licensing; Mediation

Betsy Walkerman founded Headwaters Strategy, LLC in 1996. She specializes in entrepreneurial strategy and technology licensing, and offers workshops for entrepreneurs. Over the past fifteen years, she has served as a consultant and/or board member for more than twenty emerging companies. From 1981 to 1993, she served as CFO, General Counsel, and VP of Strategic Development at Aspen Technology, Inc., where she developed the company's strategic plan, raised its venture capital, established international operations, and laid the foundation for the company's IPO. In the early 90's she was President and CEO of Product Knowledge Systems, a consulting firm that specialized in training sales people for technology companies. Betsy is a lawyer by training, having received her J.D. magna cum laude from Boston College in 1979. She was associated with the Boston law firm of Bingham, Dana & Gould, previously worked in the public sector, focusing on energy and transportation policy.

Betsy's work in the non-profit sector includes leadership roles on land trust projects, the performing arts, and most recently serving on the board of the Lake Champlain Sailing Center.

YVES E. BRADLEY

Yves Bradley is the Director of the Commercial Brokerage division at Pomerleau Real Estate, where he has worked since 2004. Yves lives in the Hill section of downtown Burlington with his wife Judy and their two sons, Will, 12 and Ethan, 9.

Yves graduated from the University of Vermont in 1985 with a degree in Political Science and a minor in History. He has been an active member of the Vermont business community and entrepreneur for the last twenty-five years, and enjoys a close working relationship with Vermont's Agency of Commerce. He currently serves as the Government Relations Chair for the International Council of Shopping Centers (ICSC) for the State of Vermont.

He currently is chair of the Burlington Planning Commission, and is on the board of the Lake Champlain Community Sailing Center, H.O.P.E. Works, CCREA, the Lake Champlain Regional Chamber of Commerce, and the South End Arts and Business

Association. Yves also chairs the Chamber's Regional Affairs committee, and is a trustee of Burlington College.

Yves is a graduate of the Leadership Champlain Class of 2008, and of the Chamber and Champlain College's Excellence in Executive Leadership (ExCel) inaugural program in 2010.

Kate Villa, CFRE
Senior Director

Kate Villa brings 20 years of development and campaign specific experiences to CCS clients. Among those institutions that have benefited from Kate's counsel are:

University of Massachusetts Boston, Boston, Massachusetts -- Kate is currently working with the University of Massachusetts Boston. She is working to design a strategic fundraising plan for the University's newest College, the College of Advancing and Professional Studies, as part of the University's *Just Imagine* campaign to raise \$100 million for student success, research and enhancing the campus.

Bangor Public Library, Bangor, Maine – Kate worked with the Bangor Public Library to design and fund a \$9 million campaign to complete major capital repairs to its historic building, fund its endowment, and make investments to adapt to the changing role of libraries in our society. This campaign will ensure that the historically and architecturally significant building, unparalleled collection and largest circulation of any Library in Northern New England is safe, financially secure, and ready to meet the needs of its community for generations to come.

David's House, Lebanon, New Hampshire – Kate assisted David's House in its implementation and design phase of campaign planning for a \$4 million comprehensive campaign. This organization provides temporary housing to families with children receiving medical treatment from the local children's hospital.

Notre Dame Schools, Utica, New York – Kate assisted Notre Dame Schools in planning and implementing a \$10 million capital and endowment campaign, and secured the \$4 million lead gift. Notre Dame is a Catholic elementary and high school.

Saint Joseph's College of Maine, Standish, Maine – A private Catholic college in Maine, St. Joseph's retained CCS to conduct a feasibility and planning study testing the viability of a campaign to address the needs of traditional students as well as on-

line students. Kate oversaw the initial design and early implementation of the College's comprehensive campaign.

ECHO Lake Aquarium and Science Center at the Leahy Center for Lake Champlain, Burlington, Vermont – Direct responsibility for all aspects of fundraising, including The Get Closer to the Lake Campaign with a realized goal of \$4.1 million, the annual fund, membership, foundation grants, and corporate sponsorship. Increased membership participation/revenue by 40% over two years and increased private and grant support for operating costs to over \$1 million per year.

Vermont Youth Conservation Corps, Richmond, Vermont – Completed successful \$3.3 million capital campaign to restore the West Monitor Barn, and almost doubled Annual Fund revenues from \$268,000 in 2005 to \$472,000 in 2007. Served on four-person Leadership Team which sets organization policy.

Manhattan Country School, New York, New York – Responsible for supervision, management and stewardship of all gifts to the school. Worked to plan and launch *Living the Dream: Campaign for 2005* which successfully achieved its \$12 million goal. Increased total gifts each year, starting at \$535,000 and culminating in \$1.2 million raised annually.

Riverdale Country School, Bronx, New York – Worked to plan and launch a successful \$10 million Campaign for Riverdale. Responsible for all capital gifts to the school and production of all campaign related financial reports and cash flow analyses. Implemented in-house prospect research plan and completed major revision of database.

Kate also has served in staff capacities for Columbia Business School and the Museum of Modern Art.

Kate has a B.A. in Art History and Economics from Columbia University in New York, New York. Kate currently serves as the President of the Board of Directors for the Association of Fundraising Professionals of Northern New England (AFP-NNE) and has worked with AFP-NNE in various volunteer roles over the last several years. Kate also serves as the Vice President for the Board of Directors for the Lake Champlain Community Sailing Center.

Project Feasibility and Schedule

The Project feasibility and schedule have a number of contingencies.

First and foremost, the Center needs to acquire a long-term lease from the City of Burlington under terms and conditions that are acceptable to both parties and sustainable in the near and long term. Under the best of circumstances, the Center could reasonably have a long term lease presented to the Board of Finance and approved by the City Council by the end of 2013, or early 2014. The commitment from the City to the Center is critical to begin the fundraising and financing of the project, which cannot commence effectively until there is apparent approval for such a lease.

Second, once the City has approved its commitment to lease the Moran yard to the Center, then the Center, along with its Board, Trustees and fundraising consultants, can commence the fundraising planning and feasibility plan for financing the project. The study will last approximately 2-3 months. With anticipated positive support from the community, individuals, corporations and foundations, the preliminary Capital Campaign could commence. A typical campaign would last 3 years or more. However, with early commitments, the yard and building phase of the campaign could be financed and initiated within the early phase of the campaign.

Third, the Center can only begin final construction and design planning once the WAN project is finalized and put out to bid. Final site plans, traffic and parking considerations, utility and other infrastructure investments must be completed prior to the Center completing its design build phase. In addition, the Center could not begin any significant construction until that project is fully underway.

Assuming that the contingencies above are satisfied, and recognizing that the WAN project anticipates some initial development of the storage yard proposed for Moran, the Center

could begin some construction in late 2014. The estimated construction period for the project is 6-8 months. Under the best of circumstances, the Center could be operational in its building and yard in late 2015 or early 2016. It is a relatively straightforward construction and development project.

The Center cannot begin the process for detailed scheduling until the various contingencies are realized.

Project Budget

The draft budget for the project is outlined below and with supporting documents in Appendix A.

Sources

Capital Campaign	\$4,525,000
TIF (9.5% of project)	<u>\$475,000</u>
Total Project Budget	\$5,000,000.00

Uses

Capital Campaign Expense	\$300,000
Operating expenses	\$375,000
Site work and shoreside/docks	\$1,780,000
Building	\$2,220,000
Equipment	<u>\$325,000</u>
Total Project Budget	\$5,000,000.00

Preliminary budget estimates for the building were provided by Russ Colvin, PE, with over two decades of construction estimating experience.

Preliminary budget estimates for sitework and shoreside/docks were provided by Alan Pidgeon, ECI, with nearly 50 years of construction and estimating experience.