

## Burlington Legacy Project



The Burlington Legacy Project was started in 1999 as a community planning initiative to guide Burlington's future and makes ours a more sustainable city. Legacy gathered ideas from more than a thousand city residents and created a comprehensive action plan for the economic, environmental, and social health of the city. Legacy connects diverse initiatives in the city, identifies key priorities, raises awareness on sustainability, and creates a comprehensive plan to guide the economic, environmental, and social health of Burlington for years to come.

Highlights of the past year include:

### Economy/Creating a Vibrant Urban Center

- The Lake Champlain Chamber of Commerce, in partnership with the Burlington Business Association, has developed a branding research study to develop a unified branding strategy for the Burlington area.
- The completion and opening of Main Street Landing's Lake Street Project provides a 56-car underground parking garage, a movie house, a black box theater, and 100,000 sq. ft. of office and retail space.

### Economic Security

- Pre-school programs operate at 18 accredited childcare sites, up from 8, throughout the Burlington School District.
- VT Works for Women operates 3 training programs for women to learn trade-based skills: Step Up teaches women skills fields such as automotive technology or carpentry, Step IT Up teaches women skills related to information technology, and WomenBuild gives women training and experience in building, renovation, and construction.
- The Circles of Support project, designed to help low-income families access new resources, was launched in January with funding from CEDO, United Way, a local foundation and private donors, with Champlain College providing the program

evaluation. Participating families are matched with three trained "Allies" to work together on several issues while the Allies in turn learn first-hand about the barriers that these families face.

### Economic Self Reliance

- The Burlington School Food Service has had a fourfold increase in its purchase of fresh produce over the last three years, with 30% coming from local farms.
- FAHC received an Honorable Mention in The Green Guide: America's Top 10 Green Hospitals for their food program, which includes an in-season food cart from the Intervale's Healthy City farm and a commitment to purchase organic, fair-trade coffee through Green Mountain Coffee Roasters for the Ambulatory Care Center.

### Transportation

- The U.S. Environmental Protection Agency and the U.S. Department of Transportation named FAHC to its lists of "Best Workplaces for Commuters" due to its relationship with the Campus Area Transportation Management Association (CATMA).
- AARP Vermont partnered with the City of Burlington as part of the Livable Community program to research and implement solutions for affordable and appropriate housing, supportive community features and services and adequate mobility options for people over 50 in Burlington.
- Development of a new \$32 million dollar Transit Center at the University of Vermont.





## Burlington Legacy Project continued

### Quality of Life

- Groundbreaking has taken place on a 34 unit mixed income co-housing project on East Avenue, which will preserve a large section of Centennial Woods.
- Domestic violence training in development by Human Resources for all City department heads, with the goal of training all City staff.
- Development of the new Office of Student and Community Relations to maintain and improve relationships with off-campus students, their neighbors, and the City of Burlington.

### Responsive Government

- A diverse planning committee, led by the Association of Africans Living in Vermont, planned a Community Safety Forum attended by more than 80 African refugees and immigrants in August 2006. The 4 sessions: Community Safety, Domestic Violence, Traffic Safety and Immigration were translated, simultaneously, into 4 languages.
- Vermont 2-1-1, an information and referral service of United Way connects callers with needs to services and resources in their local community. In 2006, Vermont 2-1-1 received 1,389 calls from Burlington residents.

### Youth Civic Participation

- Champlain Initiative operates a youth-run grant making board, allocating \$20,000 in 2006 to youth-initiated projects in Chittenden County.
- Healthy Neighborhoods/Healthy Kids Program has been expanded to H.O. Wheeler Elementary School, and continues to work with students at Barnes and Champlain Elementary Schools.

### Our Schools

- Burlington School District has successfully reduced its annual drop out rate to 3.3% in 2006 (down from 9.5% in 1999).
- The District enrolled four schools in the Reading to End Racism initiative in 2006 and the anti-bias program A World of Difference has been implemented at the two middle schools as well as the high school level.

### Air Quality

- Construction was completed on a hydrogen fueling station at the Department of Public Works in Spring 2006, in partnership with E-Vermont and the Department of Energy. DPW has also started a Compressed Natural Gas (CNG) partnership with the Federal Transit Administration.
- UVM operates a fleet of 8 buses running completely on B20 biodiesel.
- Launch of a No-Idling campaign for the City of Burlington through October 2007. The campaign will be focused on building awareness around the hazards of vehicle idling in Burlington. The Burlington School District has fully implemented a no idling policy on its properties.

### Lake Champlain Water Quality

- The City of Burlington, Burlington Schools, UVM and FAHC are all moving towards green cleaning practices in their facilities.
- Storm water improvements completed at Englesby Brook to reduce pollution caused by run-off. Improvements to current storm water management projected as part of comprehensive City zoning rewrite.

### Energy and Resource Conservation

- 67% of the Burlington Electric Department (BED) energy portfolio now comes from renewable sources.
- UVM implemented an environmental design policy in new and renovated buildings that mandates a minimum level of LEED (Leadership in Energy and Environmental Design) Certified for new construction and major renovations on its campus.
- Three new waterfront buildings all have LEED certification for Green Buildings: ECHO, Waterfront Housing and Lake and Main.

## Burlington International Airport

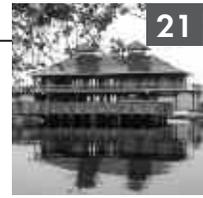
The Burlington International Airport (BTV) served nearly 1.4 million passengers in Fiscal Year 2006 who took advantage of BTV's more than 100 arrivals and departures each day. Our advantages in Burlington include a regional population that wants to travel, a destination that is popular for visitors, and more and more Canadians who are choosing this airport. Our airlines fly to 13 different destinations, non-stop, including the nation's biggest hubs, Atlanta and Chicago. From these hubs travelers can connect to literally anywhere in the world.

We did lose an air carrier, Independence Air, during FY'06 and are currently engaged in an intensive effort to recruit another airline to ensure that our customers have options and competitive ticket prices. We have added two flights to Atlanta and two to New York (JFK) on Delta over the past year. An Air Service Market Analysis done this past spring is guiding our search for better service to Washington, D.C., Chicago and Florida and new service to Toronto and Baltimore (BWI).

We were excited to launch a new web site in the past year and invite you to visit it at [www.btv.aero](http://www.btv.aero) and then share your comments with us. The site is a work-in-progress and will soon be translated into French to help our growing customer base in Quebec.

We are looking forward to the completion of several large construction projects including the addition of four gates on the north end of the terminal. We want to minimize the number of times that our customers have to go outside to board an aircraft. Security requirements over the past year have led to additional manpower, training and equipment demands. We remain committed to getting passengers on their flights safely and efficiently.

We would like to thank the Mayor and City Council for their support over the past year and ask all of our customers to let us know about your experience at the airport. This will only help us serve you better.



**Brian R. Searles**  
Director of Aviation





## Burlington City Arts



**Doreen Kraft**  
Director

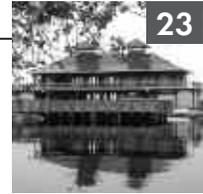
This past year marked a major milestone in our history as Burlington City Arts celebrated 25 years of fusing relationships between art and the community, nurturing creativity and imagination, and igniting a passion for learning through the arts. Burlington City Arts offers arts experiences for all ages in our studios at Memorial Auditorium and at the Firehouse Center for the Visual Arts, and established the Firehouse Gallery as one of the few exhibition spaces in the state dedicated to showcasing contemporary art. The Firehouse Center for the Visual Arts provides a venue for collaboration between BCA and our many partners, from educational institutions to businesses and social service organizations. Through these collaborative relationships, we bring a variety of different groups together under the umbrella of the arts, including children from socially and economically diverse neighborhoods, social services clients, Head Start children and their families, refugees and recent immigrants, and senior citizens.

### Firehouse Gallery

Since re-opening in 2002, the Firehouse Gallery has experienced its largest jump in attendance yet, rising from 20,000 visitors last year to more than 36,000 this year. This is due in part to an increased regional marketing effort, a more accessible and up-to-date website and the gallery's growing ability to attract exciting contemporary artists from around the world. Even more so the growth can be attributed to the diversity of the exhibition season as a whole; themes in pop art, experimental music, text and sculpture attracted a new audience to each exhibition. Addressing one of the largest growing concerns globally and in our community the Human = Nature exhibition lent credibility to Burlington's reputation as an environmental city, bringing together a diverse group of eight internationally-known artists who create art to confront and respond to environmental concerns. This theme will surely resurface at the Firehouse Gallery in the coming years.

*Creating art at a  
City Arts  
summer camp.*





### Arts Education

Firehouse Education provided more than 7500 individuals with an arts experience in 2006. Whether through fine art classes, free activities at First Night and Jazz Festival, or drop-in classes for the whole family, all ages had the opportunity to experiment and learn at the Firehouse Center for the Visual Arts. In addition, Burlington City Arts continued to place teaching artists in Head Start classrooms and senior centers in Burlington, ensuring that those who cannot easily reach the Firehouse have access to the benefits of arts education and artistic expression. One of the most exciting developments in the education departments is a new initiative called "See Think Do," in which students from local schools and service agencies use the exhibition in the Firehouse Gallery as a springboard for thought, discussion and ultimately the creation of their own works of art.

### New Americans New Voices

The final chapter of the Write Place culminated with a project that paired refugees with writing mentors. For 20 weeks, pairs met alternately individually and as a group, their goal to tell the story of their passage from their homeland to the US in English. The collected stories were published and distributed at several community readings throughout Burlington and at the Firehouse Center for the Visual Arts. The close-knit relationships developed within this group are a testament to the power story telling and the arts have for sustaining the human spirit.

### Free Concert Series in Battery Park

Our 25th annual Free Concert Series in Battery Park attracted one large crowd after another during five consecutive Thursday evenings. Through a strong partnership with the Point FM radio station, the Free Concert Series in Battery Park presents national and international acts side by side with local acts. Altogether an estimated 10,000 spectators came out to see Shawn Mullins, James Hunter, Sonya Kitchell, Goat, Watershed, Tammy Fletcher and the Samples.

*Art installation by Meg Walker at the Firehouse Gallery.*



*James Hunter Band at Battery Park.*





## Assessor's Office



**John Vickery**  
City Assessor

Our mission is to establish equitable values for all taxable real estate and business personal property located in Burlington. The Assessor's Office is responsible for the administration of 10,645 real estate parcels and 816 business personal property accounts located in Burlington. The appraised values are the basis for the distribution of the City's annual property tax levy. Property appraised values are based on an estimation of fair market value. The Assessor's office uses the following guidelines for insuring fair appraisals for all property owners throughout the City:

- Review all sales transactions – this year there were a total of 1,137 property transactions;
- Establish market value for all parcels throughout the City;
- Measure the relationship between the real estate market and current tax appraised values – Burlington's equalization rate is 90% one year after the 2005 City-wide reappraisal; and
- Conduct property valuation tax appeals.

It is the policy of the Assessor's Office to conduct an interior and exterior inspection when visiting a property under review. A thorough property inspection is the fairest way to help estimate the property's value. Building Permits can be an indication that a property's improvement may result in a changed appraised value. This past year the Assessor's Office reviewed permits from the Department of Public Works and the

Planning and Zoning Office of which 495 produced changes in real estate property value.

Taxpayers may appeal their property valuation by the City to the Board of Assessors, which is chaired by the City Assessor and includes two Burlington residents. In the last year the Board of Assessors held 193 real estate property and 11 business personal property appeals from May 19th through June 28th. From those determinations 41 Property appeal requests have been made to the Board of Tax Appeals. These hearings will be held from August – December.

The Assessor's Office provides information to taxpayers, real estate appraisers, attorneys, brokers, and the Vermont Department of Taxes. Property data information is available on 2 computers and on the Assessor's website. The Assessors Office website has useful information such as: the City's Grand List, property record information, appeal procedures, contact information and various forms. Our site can be accessed through the City's homepage at [www.ci.burlington.vt.us](http://www.ci.burlington.vt.us).

The Assessor's office monitors real estate activity in Burlington. This past year our office verified 606 fair market sales, compared to 2005's total of 583 transactions. Overall real estate values continue to appreciate. Residential single family homes and residential condominiums make up 80% of Burlington sales.



**Assessor's staff (left to right): Kim Kellington, John Vickery, Terri Mongeon**

## Office of the City Attorney

*This is the annual report of the Office of the City Attorney and Corporation Counsel for the fiscal year ending June 30, 2006.*

### Litigation

*The following cases in litigation are worthy of note:*

**In Re: Hartland Group, 237 North Avenue Project.** Opponents of a proposed housing project challenged the validity of the City's adaptive re-use zoning ordinance, pursuant to which a density bonus is granted when certain non-residential properties are converted to a residential use. The ordinance was attacked as impermissible spot zoning. The Environmental Court ruled that the ordinance was authorized by Vermont law, for a legitimate governmental purpose and did not constitute spot zoning. This victory, at least at the trial court level, supported the City's ongoing efforts to encourage the best possible land uses within Burlington.

**In Re: Mad River Pizza, Inc. d/b/a Mr. Mike's Pizza.** The establishment appealed a decision by the Local Control Commissioners to suspend its liquor license. It argued that the Commissioners should have been bound by a settlement agreement worked out between the assigned prosecutor and the restaurant, which the Commissioners rejected because they did not believe the proposed sanction was severe enough. The Vermont Supreme Court upheld the Commissioners' decision, deciding that the Commission was not bound by terms of a settlement agreement they had not approved and were entitled to make an independent review of the facts.

**In Re: Appeal of DNR Enterprises; 180-192 Main Street.** A civil action in Chittenden Superior Court, concerning what costs incurred in the repair of the sidewalk in front of "Nectar's" should be borne by the owners of "Nectar's." Owners appealed a determination by the Director of Public Works that the cellar space of the "Nectar's" building, which extends under the Main Street sidewalk, constituted a dangerous building condition to be repaired

at their expense, so that a new sidewalk can be supported. The Public Works Commission upheld the Director's determination, and the owners have appealed this decision to the Superior Court. Initial pleadings are filed and discovery is taking place.

**City of Burlington v. Verizon and Adelpia.** The City has completed a substantial street reconstruction project on North Street and is close to completion of another substantial street reconstruction project on Riverside Avenue. For aesthetic, economic and community development reasons, the City is requiring, pursuant to our Undergrounding Ordinance, to have all utility lines on these streets relocated underground. The Federal government and the State of Vermont will pay approximately 50% of the underground relocation cost. The City has asked BED, Adelpia and Verizon, as the affected utilities, to pay the remainder of the relocation costs.

BED has agreed to pay its share of relocation costs, after receiving a decision from the Public Service Board that these costs are just and reasonable costs that may be included in BED's rates. However, Verizon and Adelpia have refused to pay the share of costs requested by the City. Consequently, on February 17, 2006, the City filed Complaints in Chittenden Superior Court against Verizon and Adelpia for a ruling that Verizon and Adelpia must bear the portion of the cost of relocating and undergrounding their utility facilities not reimbursable with federal and state funds. The cases are now in the discovery phase.

### Significant Charter Change – Sales Tax Authority

At the March 2006 Annual City meeting the voters authorized an amendment to the City Charter which gives the City authority to impose a 1% sales tax on sales which are subject to the State of Vermont sales tax. Thirty percent of the amount collected is to be retained by the State and the balance remitted to the City. With the efforts of former Mayor Peter Clavelle, current Mayor Bob Kiss, the Burlington House delegation, and



**Joseph E. McNeil**  
City Attorney



## Office of the City Attorney continued

the Chittenden County Senate delegation for ratification of this charter change, the measure was passed by the Vermont Legislature and signed into law by Governor Jim Douglas. Thereafter, the Burlington City Council passed an ordinance which implemented the newly granted charter authority and made the 1% sales tax effective in Burlington on and after July 1, 2006. This office assisted in securing the passage of the measure in the Legislature, and it proved to be a major factor in the ability of the City to prepare a budget for the 2006-2007 fiscal year.

### **Development Activity/Zoning Rewrite Turner Property/Co-Housing**

**Development Agreement.** In 2004, the City learned that 7.3-acres, owned by the Turner family, consisting of a house and land located at 192 East Avenue and vacant land located at 166 East Avenue was for sale. Under current zoning, the property has the potential for development of up to 73 housing units. After meeting with concerned neighbors, the City, the Burlington Community Development Corporation and Burlington Co-Housing Development Corporation entered into a Development Agreement to acquire the property and develop it to provide a modest amount of housing (32 units), preserve the property adjacent to Centennial Woods and provide a buffer from the new housing along the back yards of the neighboring Bilodeau Parkway properties.

**Zoning Rewrite.** At the request of the Mayor, this office accepted a major responsibility in redrafting the City's zoning ordinance. This ordinance has not been comprehensively reexamined since the 1970s. It has been a formidable undertaking which has involved dozens of meetings with the staff of the Planning Office, the Planning Commission, the Ordinance Committee of the City Council and the administration. The redraft has forced consideration of all aspects of potential development and preservation in Burlington. It is hoped that a new ordinance can be in place by July of 2007.

### **Offender Reentry Program**

Three summers ago, several violent crimes were committed in the Old North End by individuals who were under the supervision of the Department of Corrections. After two years of planning and extensive public input, the City, through the Community Justice Center and with the active participation of the City Attorney's Office, designed an Offender Reentry Program focused on creating comprehensive reentry plans for Offenders and their families with supports and skills in place well before release. The City and the Department of Corrections entered into an agreement to create the Burlington Offender Reentry Project, funded by the Department of Corrections. A multi-disciplinary Offender Reentry Panel of volunteers and professionals has been created to provide accountability, as well as a network of housing, job search, mental health and social supports for returning offenders.

### **Collective Bargaining**

As of the time of writing this report, collective bargaining agreements have been reached with the Burlington Education Association (Teachers), AFSCME Local 1343 and the Burlington Police Officers Association (BPOA). A tentative agreement has been reached with the Burlington Firefighters' Association. The International Brotherhood of Electrical Workers (IBEW) remains in negotiations.

### **Acknowledgements**

I would like to thank Mayor Kiss, the City Council, the various City Commissions and Department Heads, Assistant City Attorneys Kenneth Schatz, Eugene Bergman, Nikki Fuller, Kimberlee Sturtevant, our paralegal, Lisa Jones, our administrative assistant Linda Blanchard and all McNeil, Leddy & Sheahan personnel for their cooperation and assistance during the past year.

## Church Street Marketplace

Our mission “is to provide responsible management leading to an economically successful downtown which is vibrant, clean and safe, for the benefit of the fee payers, community members and visitors.”

### News from Church Street

Church Street’s beloved “Hot Dog Lady” – a.k.a. Lois Bodoky – retired in 2006, after more than 30 years operating her popular hot dog cart on Church Street. Lois also served Church Street as a Marketplace Commissioner and chair of the License Committee. Other changes and new businesses: We said farewell to NECI Commons and welcomed Adriana’s; April Cornell re-opened, at the same location; we were joined by Predator Wear, Jane Koplewitz Collection, Status, and Tribeca; and Pier One Imports became Homeport.

### Capital Improvements

Thanks to Senator Patrick Leahy, the Marketplace and side streets received a \$6 million appropriation in FY’06 through the Federal Highway Administration. Church Street’s projects will be divided into two phases. In FY’07, the first phase will include enhancements to the alley between the Marketplace Garage and Marketplace, new information directories, a permanent information kiosk on the mall block, raising the Cherry Street intersection, repairing our cables and banners, adding recycling containers and way-finding signage. The second phase, to begin in FY’08, will include a revamp of our electrical system, improvements to our top block fountain, public art, amenities replacement and re-bricking in specific areas.

General Growth Properties, owners of Burlington Town Center, is deploying a three-pronged approach to the mall’s development that includes upgrading its facilities, enhancing the retail mix, and developing a stronger sense of place at the Church, Cherry and Bank Street entrances.

### Street Outreach Program

We worked with the Douglas Administration and Vermont legislature to secure on-going state funding for this program that delivers street-based support in downtown to home-

less and other individuals. Warm thanks to Senate Appropriation Committee members who included an increase for the program in the FY’07 budget, and to City legislative advocates Karen Lafayette and Erhard Mahnke! We’ll continue to work towards our goal of the state funding 50% of the annual \$204,000 operating cost.

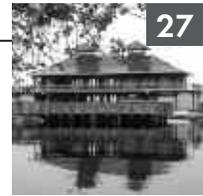
### Foundation Created

Marketplace supporters established the Church Street Marketplace Foundation, a private non-profit, to raise and allocate funds for future capital repairs and improvements. Thanks to Jeff Davis for his generous contribution to kick-off fundraising efforts.

### Marketplace News

Pat Rideout and his team of Jack Robinson and Roma Kapreliov continued their great work with maintenance and snow removal. Advertising, promotion, fundraising and event management continued in the very capable hands of Marketing Consultant Becky Cassidy. We produced four events: Sidewalk Sale, Marketfest, Halloween Parade and Holidays on the Marketplace. We couldn’t do it without the generous support of Citizens Bank, Stowe Mountain Resort, Hall Communications, Northfield Savings Banks, NewsChannel 5, and the Burlington Free Press! Mimi Gutcher continues to oversee licenses for our 26 sidewalk cafes, 20 cart vendors, street entertainers, artisans and special events. A group of Church Street retailers, led by Lara Allen is developing a strategic plan for retail marketing and promotion. Plans include working more closely with the Flynn Center, convention groups and developing effective communications tools to lead shoppers to available parking in the downtown.

On behalf of all of us at the Marketplace office, we thank you for the opportunity to be of service to the citizens of Burlington – for what we believe is the country’s best pedestrian mall.



**Ron Redmond**  
Executive Director



*Lois Bodoky, the “Hot Dog Lady” retired this past year after more than 30 years of selling hotdogs from her cart on Church Street.*



## Office of the City Clerk Treasurer



**Jonathan P.A. Leopold, Jr.**  
Chief  
Administrative  
Officer

The mission of the Office of the City Clerk/ Treasurer is (1) to maintain and strengthen five basic structures of local democracy: elections, public records, City Council proceedings, licensing, and the dissemination of public information; and (2) to oversee and manage the City's finances. We maintain a system of accounting that complies with changing accounting standards and fully discloses the City's financial position. We coordinate the preparation of the Mayor's annual budget and conduct ongoing budget control.

We also provide administrative leadership, direction, and support to the Mayor, City Council, City Departments and the public. We continually strive to improve our services for the citizens of Burlington, the Board of Finance, City Councilors, the Mayor, and other City departments. Please phone 865-7000 with any City Clerk or Treasurer questions.

### Licenses, Records and IRV

The administrative activities of the Office include the coordination of elections, the issuance of licenses and permits, as well as vital and land records. During the past year, we issued and recorded the following:

- 1,478 Dog licenses
- 86 First-class liquor licenses
- 44 Second-class liquor licenses
- 1,007 Property transfers

On March 7, 2006 the City held its first election under Instant Runoff Voting (IRV) for the office of Mayor. In the first "round" of votes none of the candidates received the required majority. In the "instant runoff" calculation in the next round, Bob Kiss was elected Mayor with 54.4% of the votes. Results of the instant runoff election, as well as other important election information, may be viewed on-line at [www.burlingtonvotes.org](http://www.burlingtonvotes.org).

### Fiscal Year 2007 Budget

The Clerk/Treasurer's Office coordinates the preparation of the Mayor's annual budget. The overall City budget for Fiscal Year 2007, inclusive of the School Department was approximately \$219 million. The municipal budget of \$45 million was adopted by the City Council on June 19, 2006.

Our office strives to present a budget clearly stating the policies, financial plans, and operations of the City. The Government Finance Officers Association recently presented the City with the Distinguished Budget Presentation Award for the twelfth consecutive year. The budget is available on the City's website: [www.ci.burlington.vt.us](http://www.ci.burlington.vt.us).

### Financial Challenges and Issues

In the fall of 2005, Mayor Clavelle advised citizens that Burlington faced a substantial shortfall for the FY'07 budget unless the City generated a significant new source of revenue. In response to this problem, The Mayor and City Council proposed the adoption of a 1% Sales and Use tax for the City which was subsequently approved by the voters in March 2006.

In January 2006, the City Council also created a "Super Committee" to study the City's financial needs and problems. The Committee recommendations were adopted by the City Council and include the following policy goals for future budgets:

1. Limit the growth of the operating budget to 3% a year;
2. Reduce the cost of personnel benefits as a percent of wages;
3. Reduce the costs of salaries, wages and benefits as a percent of the budget; and
4. Maintain the Fund Balance at 5% of annual operating expenses.

The budget for FY'07 begins the challenging process of changing the growth trajectory of expenditures and personnel to comply with these goals while maintaining services and programs. It also provided for full funding of the annual contribution to the Retirement System. Finally, the Sales and Use Tax was implemented on July 1, 2006. However, half the projected new revenue was set aside to strengthen the City's reserves.

As a result of the measures undertaken by the City this past year and the conservative budget adopted for FY'07 Moody's Investor Service reconfirmed the City's excellent Aa3 credit rating.



### Fiscal Year 2006 Financial Statements

The City's audited financial statements, reviewed and certified by the audit firm of Sullivan, Powers & Company, are presented in the last section of this book. We are pleased that the auditors have given the City a "clean" opinion.

The City operating revenues and expenses for the General Fund were consistent with projections with a small operating surplus of just over \$22,000. The Fund Balance of the General Fund was \$3,139,989 for the fiscal year ended June 30, 2006. The undesignated Fund Balance was \$932,693.

The City experienced a significant shortfall of \$359,320 in property tax revenue due to a lower than expected Grand List. This shortfall was offset by modestly higher than expected revenues in Gross Receipts taxes and Payments in Lieu of Taxes.

Health insurance costs under the City's self insurance program were approximately 5% under budget. This savings offset excess expenditures of \$133,199 and \$98,597 in the Police Department and all other General Fund departments of the City, respectively.

### Retirement Fund

As of June 30, 2006 the net assets of the Retirement Fund were \$108,661,946 an increase of \$8,563,209. The increase was due mainly to appreciation in the value of the investments in the pension portfolio. At June 30, 2005, the actuarial value of accrued liabilities in the system exceeded the actuarial value of assets by \$23,609,123 which represents an unfunded liability in the system. The City's actuarially determined annual pension contribution was not fully funded in FY 2006 though the budget for FY'07 provides full funding of the annual obligation.

### Bonds and Other Debt Issues

In July, 2005, the City issued general obligation bonds in the amount of \$2,750,000. These were general obligation bonds of the Burlington Electric Department (\$1,000,000), the Schools (\$750,000) and General City (\$1,000,000).

During the fiscal year, the City's Wastewater Division of Public Works received State loan funding in the amount of \$41,458 to cover a portion of the Winooski River Siphon Project. The remainder of the funding of about \$1,600,000 will be received in fiscal year 2007. The Digester Project received \$1,368,951 in State loans this year to replace current equipment at the wastewater treatment plants.

In January 2006, the Burlington Telecom Department entered into an additional \$10,000,000 master lease agreement with Koch Financial to provide financing for the expansion of the telecommunications project. This brings the total lease financing for the project to \$22,600,000.

### Farewells

On December 8, 2006, Karen Wingate resigned as Assistant Chief Administrative Officer after more than nine years with the City. During her tenure Karen was responsible for a variety of projects to improve the efficiency and effectiveness of City government. Karen also served as Acting CAO from December 2005 to April 2006 and provided valuable continuity in the transition to a new CAO.

The Office also said goodbye to Emily Nguyen after five years of service as the Accounts Payable Clerk.

Finally, it is important to acknowledge the work of the staff of the Clerk/Treasurer's Office this year. The transition to a new Mayor and CAO, continuing reorganization and consolidation, instituting Instant Runoff Voting (IRV), introducing new computer applications and managing the various financial challenges created a challenging agenda. The achievement of this agenda was the result of their hard work and dedication.



### VITAL STATISTICS

Births  
**2,209**

Deaths  
**903**

Marriages  
**329**

Civil Unions  
**53**



## Code Enforcement



**Gregory B. McKnight II**  
Director

The mission of the Code Enforcement Office is to support “peaceful enjoyment in a safe environment” for Burlington citizens. Our office enforces a broad range of public health and safety regulations including housing, zoning, health, parking, environmental, public nuisance, and other safety codes. Services to the public include:

- Maintaining an apartment registry of approximately 10,000 rental dwelling units;
- Safety inspections of rental housing and enforcement of minimum-housing standards;
- Enforcement of zoning regulations and compliance with zoning permit conditions;
- Enforcement of solid waste regulations;
- Public health actions, vacant building administration, greenbelt signs and right-of-way ordinance enforcement, and abatement of environmental hazards;
- Funding for tenant and landlord advocacy services; and
- Information about public safety codes.

This office continued to respond to housing, zoning, and health complaints, in addition to our routine housing safety inspections. This work now includes implementation of the recently adopted requirement for interconnected, hardwired smoke/carbon monoxide detectors in rental housing.

As the Director of Code Enforcement, I thank the code staff for all of their hard work in the past 18 months. Thanks to Kathleen Butler and Jeanne Francis for making the transition smooth and productive.

### Projects

Special projects this year included:

- Working to ensure that all units in the City of Burlington are inspected yearly;
- Working with CEDO to develop a lead paint program;
- Clearing approximately 500 zoning complaints;
- Improving the training of the staff for consistency; and
- Working with the City Attorney’s Office to clarify the Code Enforcement Office’s roles in enforcement, and to establish policy for zoning enforcement and administration.

### Community Outreach

Code Enforcement again coordinated May’s Spring Move-Out Recycle Day, a project aimed at reducing street trash and recycling discarded furniture. We also worked with the Mayor’s Community-Based Action Team, Neighborhood Action Project, NeighborWalk patrols, and various neighborhood associations. This year also included a collaborative venture with the Vermont Apartment Owners Association, and University of Vermont in presenting the first ever voluntary landlord licensing course.

### Board of Health

Code Enforcement staff works closely with the Board of Health on public health and safety issues. The Board also coordinates with local and State agencies, nonprofits, and City departments to address public health issues through policy development, education, and enforcement. The Board responds to the concerns of citizens, legislators, city officials, citizens, and public health professionals, focusing on both current issues and long-term projects. Recent efforts include: Lead Abatement issues, West Nile mosquito abatement, pesticide ordinance education, pandemic flu planning, and increased outreach to the community with information on health issues.



## Community & Economic Development Office

For the past year, the Community & Economic Development Office's dedicated and professional staff has continued to tackle a broad range of community issues and to receive national recognition for excellence. Our ability to serve, however, is challenged by shrinking federal resources. Our core funding, the Community Development Block Grant program, has shrunk from \$1.2 million five years ago to \$900,000 this year. And, the City's award-winning lead hazard reduction program is at risk of ceasing operations due to the loss of a major federal grant. With an entrepreneurial spirit, however, we continue to explore new resources to support economic vitality, safe and affordable housing, and livable neighborhoods for all Burlington residents.

### Housing

Affordable housing continues to be the City's highest community development priority. Local rental vacancy rates have fallen again to around 1.5%, signaling increased pressure on low- and moderate-income tenants, and homelessness is rising. For the past year, CEDO has worked closely with the City Council Community Development and Neighborhood Revitalization Committee to amend existing ordinances and launch new initiatives to address the housing crisis. In 2005, Burlington was recognized by HUD as a model for reducing regulatory barriers that drive up housing costs. Unfortunately, the vast majority of market-rate and affordable housing projects that have been approved by the City are under appeal by adjacent property owners.

Much of the funding and staff effort this year in our Housing Division has gone into preserving Low Income Housing Tax Credit apartment complexes as affordable housing and acquiring and rehabilitating substandard rental properties in the Old North End. In addition, we provided significant technical assistance to several private sector housing developers to navigate the development review and permit appeal process. Overall, over the last year:

- Community Development Block Grant and HOME Investment Partnership dollars (together with the Housing Trust Fund, inclusionary zoning, and other resources and technical assistance from CEDO) supported 47 new affordable rental units and 63 new owner units currently underway, in the predevelopment phase and/or under appeal.
- 299 housing units were rehabbed, with work ranging from new paint to hard-wired smoke detectors to emergency repairs to a new lift at St. John's Hall to major rehab at Northgate.

### Lead Paint Control Program

Since our receipt of a \$1.5 Million HUD Lead-based Paint Hazard Control grant in 2003, the Burlington Lead Program has performed risk assessments/lead-based paint inspections in 123 units; made over 70 homes and apartments lead safe and enrolled dozens more; sponsored 215 community outreach events; and conducted classes to educate 517 property owners and managers about keeping their properties in a lead-safe condition. The program has achieved national recognition for its success in increasing testing rates among resident children, and for applying innovative outreach and education strategies to prevent childhood lead poisoning.

Lead poisoning remains the number one environmental health threat affecting children. Without continued HUD funding, the program is at risk of shutting down when current funding runs out in March 2007. City officials are aggressively seeking other resources to



**Michael Monte**  
Director



*Playing a game at the Center for Community and Neighborhoods' annual Open House*



## Community & Economic Development Office continued

keep the program funded and are working with Vermont's Congressional delegation and other partners to explore funding options.

### Economic Development

The past year saw a slight decline in the number of jobs in the City. Reappraisal resulted in a shift in overall value and tax burden from commercial property to residential homes and commercial apartments; post-reappraisal, the commercial and industrial tax base has remained static, with PILOT decreasing. The commercial vacancy rates remain healthy, and the City continues to see growth in gross receipts and in rooms, meals and alcohol taxes.

CEDO sponsored and/or helped to organize the Art Hop; the Vermont Software Developers Alliance; a Micro Business Alliance meeting; and two SEABA workshops. CEDO's Guide to Doing Business in Burlington was updated this year. Available online, in print and in a cd/web version, it includes comprehensive guidance, a collection of nearly every local, state, and federal form of use to a business, and business planning templates and spreadsheets to forecast and evaluate financial data. CEDO maintains and distributes to the public, free of charge, a commercial space database averaging close to one hundred listings throughout the City. Renewal Community tax incentives are available to spur economic development in the downtown and Old North End areas of

Burlington. The Renewal Community wage credit provides up to \$1,500 a year for each employee who lives and works in the Renewal Community. To date, almost \$23 million in Commercial Revitalization Deductions have been awarded to assist with the construction/rehabilitation of over 198,000 sq. ft. of commercial space. CEDO also assists businesses with tax incentives for commercial renovation available through the City's Designated Downtown District.

### Other Highlights:

- This year, economic development activities supported the start-up of 39 new businesses, helped to retain/expand 39 businesses, and led to the creation/retention of 690 FTE permanent plus 1,128 construction jobs.
- CEDO provided information, referrals and/or technical assistance to 438 people, businesses, nonprofits and government agencies.
- Expenditures of \$258,777 leveraged over \$42 million in private and other public investment and supported the development of over 65,000 square feet of new commercial space.

### Brownfields

Brownfields are commonly discovered in Burlington during real estate transactions, when an assessment has been performed in advance of property sale and/or redevelopment, or during excavation. There are also a large number of abandoned underground storage tanks that are discovered during site assessments, ground penetrating radar surveys, or site excavation. Whenever a site is found to be contaminated at levels considered hazardous to human health or the environment, it becomes part of a publicly accessible searchable database and remains there until it is no longer considered a threat. Over the last three years, 18.25 acres of brownfields in the City have been remediated, with remediation planned for another 16.25 acres next year. Brownfield site conversions improve environmental conditions,



*An Idea Table at the Moran Public Forum*

reduce risk to human health, increase the tax base, create new jobs and green space, and curb sprawl. CEDO commissions Phase I and Phase II Environmental Site Assessments with funding provided by the Environmental Protection Agency and other sources, and works closely with several stakeholders and agencies to expedite these complex transactions, and return historically underutilized properties into community assets.

### North Street Revitalization

The infrastructure construction phase of this multi-year community-based project is complete, at a total cost of \$6.6 million. Eleven new businesses and a community art center opened in the project area. Burlington College, located in the project area, is undergoing major renovations and expansion of its programs.

The City has partnered with a foundation, a nonprofit organization and a private architect to offer a Façade Improvement Program for commercial buildings within the project area. There has been continued reinvestment in residential properties, from new paint to new siding to new roofs. Two properties with a total of 17 units of housing are being converted to perpetually affordable housing. CEDO continues to target the project area with economic development, community organizing and housing programs to move the project towards other revitalization goals envisioned by the neighborhood's planning effort.

### Center for Community and Neighborhoods

The Center for Community and Neighborhoods (C-CAN) is home to a broad spectrum of programs that improve our city through community participation and citizen action.

### Neighborhood Services

CEDO continues to staff the Neighborhood Planning Assemblies. The NPAs hosted the 5th Annual Neighborhood Improvement Nights at their September meetings, focusing

on the Burlington School District. The NPAs also hosted a Pedestrian Summit in May at City Hall. Residents gathered to honor sixteen community leaders, groups, and businesses at the 6th Annual Neighborhood Night of Success in March.

The 2nd edition of Building Burlington's Community, featuring success stories and how-to guides on building community, was printed and continues to be distributed throughout Burlington. Graffiti removal teams continue to work with youth and community groups throughout the city, and the Community Support Program continues to provide conflict resolution services for neighborhood or neighbor disputes.



### Burlington Neighborhood Project

Through BNP, AmeriCorps\*VISTA organizers work in low-income neighborhoods to improve quality of life and resident empowerment. This year, BNP supported 48 Neighborhood Associations; offered Facilitative Leadership Training to 30 neighborhood leaders; distributed \$10,000 for neighborhood improvement projects; and organized 3 special events, drawing an average of 250 residents to each.

*Beth Truzansky of  
CEDO at the Center  
for Community and  
Neighborhoods'  
annual Open House*



## Community & Economic Development Office continued

### Community Justice Center

At the Burlington Community Justice Center (CJC), citizens have the opportunity to actively engage in restoring harm done by conflict and crime in our community. Volunteers apply restorative principles to hold offenders directly accountable to the victims and communities that have been harmed. CJC activities include:

**Restorative Justice Panels:** Community volunteers work with offenders and victims to discuss and repair the impacts of low-level crimes. In FY2006, CJC Restorative Justice Panel Members volunteered a total of 1,409 hours and worked with 191 offenders. Offenders provided over 1,634 hours of community service to Burlington nonprofit agencies and wrote over 92 letters of apology to victims of crime. In addition, a special panel works with youthful offenders ages 10-17.

**Offender Reentry Project:** The Burlington Offender Reentry Project officially began work in August 2005. This collaborative project provides support and accountability to offenders returning from prison to our community. In this successful first year, 109 offenders were involved with the project.

**Community Safety Taskforce:** In Fall 2005 the Burlington City Council created a Community Safety Taskforce and endorsed its Public Education and Community Safety Plan, which can be viewed at <http://www.ci.burlington.vt.us/safety/>. CJC staff is working with various community and governmental groups to implement the Plan.

**Parallel Justice Project:** This new project offers support and validation to victims of crime regardless of whether the offender is caught or prosecuted. The planning team includes representatives from the State of Vermont Center for Crime Victim Services, the Burlington Community Justice Center, and the Burlington Police Department.

### AmeriCorps\*VISTA Program

Over 40 AmeriCorps\*VISTA members worked with 33 different non-profit agencies, schools, libraries and city departments this past year to raise literacy levels and help residents move out of poverty. The VISTAs supervised over 13,000 service hours performed by community volunteers and raised over \$82,000 to support local organizations. Burlington's VISTA program was chosen by our funding partners at the Corporation for National & Community Service this year to be featured in a training video shown to all new members.

Special event highlights for this year include Martin Luther King and Green Up! Days. On MLK Day, VISTA members throughout Burlington honor the life and teachings of Dr. King through a day of service and celebration. The VISTA team organized fourteen projects, where 247 community volunteers offered service to non-profit agencies. The day concluded with a free community dinner attended by over 350 people, with performances by local artists, and dinner prepared by the VISTA team. The VISTA program celebrated the 36th year of Green Up! Day in Vermont by serving as team leaders for over 400 community volunteers who collected 364 bags of garbage, removed 168 graffiti tags and groomed 107 greenbelts.

### Refugees and Immigrants

CEDO partnered with the United Way, State of Vermont, Burlington and Winooski Housing Authorities, Association of Africans Living in Vermont, and other non-profits to identify service gaps for African refugees and immigrants, a growing population in Burlington. A team of direct service staff worked with administrators to eliminate barriers to services and educate the community about the changing face of Burlington.



### Community Development Block Grant

Even with significant cuts to the Community Development Block Grant entitlement program, this continues to be CEDO's core funding source for housing and economic development initiatives. In addition, CDBG dollars are helping social service agencies provide for basic needs of city residents as well as fostering equal access, health, public safety, and senior and youth services:

- Through the help of CDBG grants, over 4,800 adults and children were fed by anti-hunger programs; over 2,400 homeless people (including families with children and victims of domestic violence) had a safe, warm place to sleep; and over 2,200 people kept their heat on.
- Over 600 youth participated in CDBG-funded summertime and after-school programs and over 600 seniors received meals, health care, help with public benefits, in-home assistance and/or participated in social activities.
- CDBG dollars helped to provide quality, affordable child care for 88 children from low- and moderate-income families.
- Seventy-eight percent of those served by CDBG-funded social service programs were "extremely low" income – which for a family of four in 2005 meant an annual income of less than \$20,700.
- Community members have taken the initiative to improve their neighborhood streets and parks with over \$40,000 in grassroots neighborhood grant spending, improving three community gardens, three parks, and two community recreational facilities.

### Other Initiatives

- Burlington was selected to participate in Round 2 of the National League of Cities' Family Asset Building initiative, and continues to be an active partner in the Creating Assets, Savings and Hope (CASH) coalition. The City sponsored a Volunteer Income Tax Assistance (VITA) site at City

Hall for the first time, providing 136 clients with free tax assistance. City Hall also hosted a "Free Credit Score Day" last March, offering free credit scores (provided by Northfield Savings Bank) along with credit and budget counseling and workshops.

- CEDO chaired the Burlington Substance Abuse Coalition this year. The Coalition began the past year with an opening celebration at the Turning Point Recovery Center on Main Street. The Coalition presented a Live at 5:25 Call-In Show, sponsored an Underage Drinking Forum at Burlington High School, updated the Substance Abuse Resource Guide, and gathered community data about substance abuse.
- The Burlington Welcome Baby program sent letters to 283 parents of newborns this past year, helping to connect them with support and resources. Twenty-one families with newborns attended a Welcome Baby Tea at the library in the spring.
- Burlington was one of three communities nationally chosen by AARP to pilot a Livable Communities initiative. CEDO is working with AARP, other city departments and a broad array of community partners to develop an explicit vision for making Burlington a great place for older residents.

*Playing music at the Center for Community and Neighborhoods' annual Open House.*





## Burlington Electric Department



**Barbara Grimes**  
General Manager

In FY'06, 67 percent of the Burlington Electric Department's power needs came from renewable energy sources—biomass, hydro and methane! This is well ahead of the goal of a power mix of 20 percent renewable by 2020 that many utilities are hoping to achieve. We understand the importance of exploring wind and other in-state renewable sources and will continue to do so, for both the economic and environmental benefits. Allowing local dollars to recirculate in the economy as this does rather than exporting them out of state and often out of country to pay for fuel is a great economic stimulator.

BED has operated award-winning energy efficiency programs since the 1980's. There are still more savings to be achieved through efficiency, especially with development of new technology. The efficiency work will continue to grow in the years ahead.

BED continues to meet the energy needs of the residents and business owners of Burlington with a significant amount of efficiency and renewable energy. As the transition from fossil fuel energy to renewable energy continues, BED is setting a pace that few can match.

### Energy Efficiency

Since the authorization of energy efficiency program funding in 1990, BED has developed and administered programs that have become a model for other entities around the country and around the world. These services provide Burlington homes and businesses with a complete range of solutions for all of their efficiency needs. To date, more than \$14 million has been invested by BED in the efficiency efforts. This money has leveraged an additional \$13.8 million from customers for a total of \$27.8 million. BED customers are estimated to save more than 65,351 mWh or \$6.7 million annually. In 2005 the release of 38,740 tons of carbon dioxide was avoided. This is equivalent to removing 9,009 cars from U.S. highways or planting 14,900 acres of trees every year!

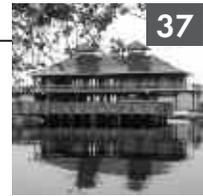
### Power Supply

In FY'06, the McNeil Generating Station produced 267,358 net mWh of power. The equivalent availability of the plant was 87.3 percent. The plant consumed 382,753 tons of wood. Sixty-seven percent of BED's power supply in FY'06 came from renewable energy sources, primarily from McNeil and hydroelectric facilities. Twelve percent came from natural gas generators, 11 percent from nuclear generators, 6 percent from coal, and 1 percent from oil.

**McNeil Generating Plant, aerial view**

*Photo by Shirley Chevalier of Fli-Rite Aviation in Colchester, Vt.*





### Engineering and Operations

These departments continued their efforts to improve service reliability through system upgrades and reduced response time to outages. BED concentrated its facility upgrade efforts in the Old North End by converting a significant part of the system there to the 13.8 KV system, a more efficient and reliable power supply system than the old 4 KV. In addition, BED rebuilt the underground infrastructure to Northgate and Ledgewood apartments and at Summit Ridge. BED converted a significant part of the hill section to the 13.8 KV system and began the process of undergrounding the electrical wires along Riverside Avenue. BED continues to work on the East Avenue Loop (EAL) transmission upgrade project with VELCO. This project will provide Burlington with a dual feed from the VELCO transmission lines between Essex and the East Avenue Substation and will connect the McNeil plant directly with the BED system. This project also will allow the removal of the BED lines on the Waterfront.

In FY'06 BED continued its move to fiber optic communications. BED added more of its field switching devices as well as networking specific SCADA data components with VELCO. These computer systems and switching devices are critical to the safe and efficient operation of BED's electrical distribution system.

### Financial Information

On March 16, 2006, BED filed for a 22.86 percent rate increase for services rendered on and after May 1, 2006. Based on its review, the VT Department of Public Service recommended that the rate increase be allowed to take effect.

On April 27, 2006, the Public Service Board approved BED's cost allocation and rate design plan with Phase I to be implemented effective July 1, 2006 and Phase II effective July 1, 2007. The PSB's order implements a revised rate structure that moves each customer class toward its cost to serve, while encouraging energy efficiency.

BED continued to meet its fiscal obligations while reducing its long-term debt by

\$4,910,800 or 7 percent. In addition, BED paid the City of Burlington \$1,204,500 in payment in lieu of taxes and remitted \$1,296,000 in franchise fees collected on behalf of the City.

### The 10% Challenge!

BED also continued to provide leadership and support for the 10% Challenge, a program that encourages individuals and businesses to reduce their greenhouse gas emissions by 10% and beyond. For more information call 865-7330 or go to <http://www.10percentchallenge.org/>.

### BED's Wind Generator



**BED's McNeil Generating station**



## Burlington Fire Department

The Burlington Fire Department continues to provide state-of-the-art Fire Suppression and Emergency Medical Care to citizens and visitors of our fine city. The Department combines these services with Public Fire Education and Inspection programs that rival any community in the country. The men and women of the Burlington Fire Department provide the citizens with a level of protection and prevention of which they should be proud.

I would like to take this opportunity to express my appreciation to the men and women of the Burlington Fire Department for their efforts over the past year. Without their efforts, the Fire Department could not have enhanced its ability to serve the Community. I also want to thank the elected and appointed officials as well as the citizens of Burlington that have enabled us to succeed.

### Fire Suppression Division

With the City divided into five fire districts and one firehouse in each district, fire department units responded to a total of 5,613 requests for fire and emergency medical services. On average, department units arrive in response to citizen calls for assistance within two minutes and forty-five seconds. The Burlington Fire Department also performed 900 fire safety inspections. During the past year, we have continued to upgrade

our response capability with intensive training in confined space response and improved our tactical training to further enhance our suppression force. This increased capability will serve the community well into the future.

### Fire Prevention Division

The division has responded to over 6,500 requests for service. Nearly 120 projects were reviewed by the office for buildings installing or upgrading life safety systems including sprinklers, fire alarms, and specialty suppression systems. Most notable of these are new construction projects like the Westlake and Marriott projects, ongoing work at Fletcher Allen Health Care and new UVM dorms at University Heights adding 800 new beds on campus. The University of Vermont and Champlain College have both done extensive work in upgrading life safety systems in the dorms with the addition of fire sprinklers, smoke detection and carbon monoxide detection.

This past year, we continued our successful public education efforts, including: fire safety lessons to each K through 6 classroom in Burlington, visiting approximately 30 preschool classes, programs for elderly housing residents and staff, presentations through the Lund Center, and an outreach program with the Refugee Resettlement Program.

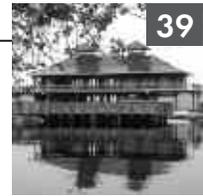
Our inspection program included over 1,100 inspections of occupancies and systems. Part of this program includes one and two family residences and apartment buildings in conjunction with Burlington Code Enforcement. In addition this year, the State of Vermont enacted new legislation requiring assembly buildings such as bars and restaurants to adhere to a strict self-policing program concerning fire safety systems and daily egress inspection. Our inspection program included a great deal of education for the staffs of these locations.



**Michael E. O'Neil**  
Chief

*Fire extinguisher training for residents*





### **Division of Training and Safety**

The Department's Division of Training and Safety focused on maintaining firefighters' skills in basic firefighting and emergency medical services, as well as addressing new training needs resulting from expanded services and new threats to the public.

This past year we addressed the challenges related to Company Officer Development and Specialized Rescue training by upgrading our capabilities, in cooperation with the State of Vermont, in the areas of technical rescue and response. The new skills will allow the Fire Department to be better prepared to manage any level incident in Burlington, whether the event is natural or the result of intentional activities.

The Division of Training and Safety will continue to strive to meet the needs of Burlington's firefighters and respond to the challenges of a changing world, in order to improve public safety for residents and visitors of our city.

### **Emergency Medical Division**

The Burlington Fire Department's two ambulances continue to be the busiest in the state, responding to nearly 5000 emergency calls annually. The firefighter/EMTs of this department work very hard to provide the finest emergency medical care through on going training, recertification and work experience. The department provides both basic and advanced emergency care by providing interventions such as intravenous fluids, drug therapies and defibrillation. The department responds to medical emergencies by utilizing a two-tiered response system, sending the closest Engine Company and Rescue unit. This type of response gives us the ability to provide care within minutes of the call, routinely less than four minutes. Over the last few years all of the department's vehicles have been equipped with defibrillators and other up-to-date medical equipment, further enhancing the services provided to citizens.

*Winning City basketball team touring fire station*





## Burlington Housing Authority



**Paul Dettman**  
Executive Director

With its administrative offices located at 65 Main Street, the Burlington Housing Authority (BHA) provides affordable housing for low-income residents in the City of Burlington and neighboring communities. Our high-quality public housing accommodates seniors, people with disabilities, and families. Section 8 and related grants for people with special needs provide rental assistance for more than 1,700 households in privately owned housing. We also own or manage federally subsidized apartments under the Section 8 project-based and Low Income Housing Tax Credit programs.

BHA receives no municipal tax dollars. Our programs are operated from rental income and financial support from the U.S. Department of Housing and Urban Development (HUD). Annually, BHA brings over \$15 million in federal funds to the City of Burlington and surrounding communities. For FY2006, we made a payment in lieu of taxes to the City of \$53,035.

### Public Housing

BHA's 343 units of public housing are located in five developments: Decker Towers, Champlain Apartments, Riverside Apartments, Franklin Square, and Hillside Terrace.

Thanks to a sustained team effort by our staff, BHA continues to maintain "High Performer" status under HUD's Public Housing Assessment System. We have developed a 10-Year Capital Improvement Plan, which ensures that our public housing buildings and units will be maintained in excellent condition.

### Section 8 and Related Programs

Our Housing Choice Voucher Program, which has tripled in size over the past ten years and now serves over 1,700 families, has also been declared a "High Performer" by HUD. As part of that program, we have initiated a project-based subsidy program, which benefits new residents at McAuley Square, the Bus Barns, Victoria Place, Ruggles House, and Waterfront Apartments, as well as new

housing developments in neighboring communities.

Our Section 8 Homeownership Voucher program, which allows subsidy holders to use their rental assistance for homeownership, has helped more than 70 families to become homeowners, and remains one of the most successful programs of its kind in the nation.

### Section 8 Project-Based Developments

BHA now owns or manages more than 340 apartments assisted under the Section 8 project-based program or the Low Income Housing Tax Credit Program. A particular focus continues to be the acquisition and rehabilitation of privately owned Section 8 apartment buildings in the King Street Neighborhood.

### Resident Services

In addition to affordable housing, BHA provides a variety of services to its residents and program participants.

Our Family Self-Sufficiency Program assists more than 100 households in achieving their goals of financial self-sufficiency. Over 30 percent of these families are building savings accounts for homeownership or other goals.

BHA has established a Wellness Program in all three of our high-rises. The Wellness program provides tenants with on-site nursing staff for care management, information, referral, and limited home-care services.

Our DREAM program, a collaboration with students from Saint Michael's College, provides mentoring services to children at Franklin Square Apartments.

The Offender Re-Entry Housing Program assists offenders returning to our community to find and maintain appropriate housing.

Our African Immigrant Initiative, supported by grants from the Vermont Agency of Human Services and United Way, employs a full-time case manager/interpreter who assists Somali Bantu and other immigrants living in housing operated by the Burlington and Winooski Housing Authorities.

**BHA's New Tech  
Center at Decker  
Towers**



## Human Resources



The Human Resources Department supports City employees and managers by providing assistance in the following areas: labor and employee relations, benefits administration, recruiting and hiring, liability insurances, employee development, and ADA and EEO compliance. The department also supports the City Council Institutions & Human Resource Committee Policy Committee.

### Prescription Drug Re-Importation

We continue to experience reasonable success in fighting the tide of increasing prescription drug costs. This year under Burlington Meds, a program that enables the City's employees, retirees, and families on the City's health insurance plan to purchase prescription medicines from Canada, 581 prescriptions were filled at a savings to taxpayers in excess of \$73,000.

### Recruiting and Hiring

In addition to its responsibilities for supporting efforts to recruit, interview and fill 52 regular City positions, the department led the City's efforts to recruit. More than 1450 applications for regular city positions were received and processed. This includes this year's Firefighting recruitment cycle which received over 150 applicants. And in response to a City Council mandate, this year the Human Resources Department also began coordinating criminal background checks on applicants for employment.

### Training and Development

This year all City employees participated in diversity training and retraining. In addition, each department had a modest budget for department-specific and skill-based employee training. The Human Resources Department is in the process of evaluating employee development needs and will initiate a new Manager Training Program in FY2006. The purpose of this program will be to provide better support to managers and supervisors in the execution of their daily responsibilities as well as help prepare them for future promotional opportunities within City government.

### Community Support

Again this year, the Human Resources Department directed and coordinated the City's United Way campaign activities. With bake sales, raffles, and a silent auction, we raised \$40,000. The Department also coordinated three successful American Red Cross Blood drives, and the annual American Cancer Society "Daffodil Day." In addition, the Human Resources staff received the Employer Support of the Guard and Reserve Award.



**Larry Kupferman**  
Director

### Retirement Office Highlights

In March of 2006, Cynthia Davis retired. She was the Retirement Administrator for 22 years. Marina Ushakov became the Retirement Administrator under the auspices of the Human Resources Department. Also in March of 2006, Robert Alberry, a Retirement Board member for more than 27 years, retired. Thank you to both Cindy and Bob for their hard work and dedication to the City and the Retirement System.

As of March 2006 there were 791 active members of the Retirement System, 387 retirees and beneficiaries, and 358 members who have left service with vested benefits. The market value of plan assets as of 3/31/2006 was \$111,007,911. The plan's performance for the one year, three year and five year periods ending March 31, 2006 was 13.39%, 14.51% and 5.14% respectively.

### Transition to a New Administration

In March, 2006 Bob Kiss was elected Mayor of the City of Burlington and appointed Larry Kupferman as Director of Human Resources. During the budget process for FY'07, much attention was paid to costs related to health insurance for City employees and the claims made against Workers Compensation Insurance. The Administration is committed to working with City Departments and staff to control the costs of these benefits and to provide a safe and healthy workplace. In addition, the Human Resources Department will continue to enhance the City's efforts to recruit, hire and retain staff members from diverse racial and ethnic communities.



## Fletcher Free Library



**Anita Danigelis,  
Robert Resnik,  
and  
Amber Collins**  
Co-Directors

The Fletcher Free Library serves the evolving educational and cultural needs of the Greater Burlington community. Our urban public library offers a welcoming place for people to gather and to learn. A trained staff helps patrons locate the materials and information they need for work and pleasure. We have a Library Board of Commissioners: Deborah Lashman (co-chair), Nina Parris (co-chair), Laban Hill, Jody Kebabian, Doug Montgomery, Michael Schultz, Linda Severance-Smith, Barbara Shatara, and Neil Stout.

### Library Use

The Fletcher Free Library continues to be number one in circulation figures, book collection size, and most total visits compared to every other Vermont public library. The annual 1/2 cent book tax has been a boon to the Library collection, allowing the purchase of thousands of new titles to replace outdated and worn materials as well as many new DVDs and books-on-CD. The book tax has finally brought the Library's per capita book

expenditures up to the level of most other public libraries that serve communities of our size.

### New Technology

An increase in the book tax brought about by reappraisal has allowed the Library to purchase new online databases that are now available to Library cardholders at their homes and offices through the FFL website: [www.fletcherfree.org](http://www.fletcherfree.org). These databases contain an incredible amount of information for the consumer, general reader, students from grade school age to college, family history researcher, or businessperson, all brought to you courtesy of the Fletcher Free Library Reference Department, and available around the clock. To use them all you need is a library card and a PIN number available at the Library's main desk. Wi-fi Internet access throughout the Library has been available since October 2005, and over 1,600 laptop users within the Library used this service in the first 9 months.

*The Library's newly-furnished reading room.*





*Young library reader.*

### Youth Services

Our 2006 Summer Reading Program was a glorious record-breaker, with 1,039 school-aged children participating both at the library and at locations around the city, including free lunch sites, camps, and community centers. We would like to say a heartfelt "Thank You!" to our dedicated volunteers who made our success possible this year. Our 2006 volunteer "Hall of Famers" are Sheila Barton, Avery Cole, Alice Corvo, Claire Demarais, Pat DiSilvio, Peggy Edgcomb, Milijana Erakovic, Amanda Imig, Britta Hanewinkel, Liz Jaquette, Michael Kelly, Max Resnik, Ben Resnik, Alia Barbano-George, Jean Lincoln, Amelia Schlossberg, Elyse

Stoller, Kelly Weaver, Gigi Weisman, and Carol Wooster. We literally could not have done it without you! The new young adult area on the Library's top floor has been a welcome and well-used addition, and a recent grant has funded a wall display unit for teen art exhibits, new paperbacks, and additional teen magazines.

### Outreach and Programming

Outreach services are vital to the Library's mission. Thanks in great part to setup work provided by workers from the A\*VISTA program, the Library continues to offer weekly English classes to refugees and immigrants and provide programs to promote understanding of refugee and immigrant communities. The Library van continues to bring books and special programs to senior residences throughout Burlington. Volunteers for the Book Bag Program deliver picture books and read stores to children at small daycare facilities, while others make deliveries to individuals in their homes.

To find ways to market the Fletcher Free to Burlington young adults, Library staff formed a partnership with UVM students in a Public Communications Media course as part of a service-learning project. Their final product included program suggestions and a public service announcement currently airing on WRUV-FM, the University of Vermont radio station. Other partnerships this year



### LIBRARY FACTS (FY'05-06)

Number of items  
in the Fletcher's  
collection  
**126,986**

Library  
cardholders  
**14,320**

Hours of opera-  
tion per week  
**65**

Attendance  
figures for spe-  
cial programs  
**11,434**

Number of out-  
reach books  
delivered  
**5,886**

*Results of the Library's preschool storyhour and craft session.*





## Fletcher Free Library continued

### LIBRARY FACTS (FY'05-06)

Number of items checked out and/or renewed  
**355,079**

Interlibrary loan transactions  
**1,966**

Total volunteer hours  
**9,480**

Adult & Youth reference questions asked  
**31,705**

Number of summer reading club members  
**1,039**

Total annual visits (counted at the Library's front door)  
**243,977**

Number of people using Computer Centers  
**63,337**

Number of people using Wi-Fi access (beginning October 2005)  
**1,604**

included "First Fridays," a series organized by a group of local readers to promote classic literature, a Town Meeting Day poetry event held in conjunction with UVM's English Department, a Flynn Center/FFL book discussion series, and a "Welcome Baby" program for new parents co-produced with the Visiting Nurses Association.

### Friends of the Fletcher Free Library

The Friends of the Fletcher Free Library organized and managed the Library's Used Book Sale in fall 2005, raising about \$9000 to help fund Library programs and services. The Friends also continued their successful Booked for Lunch series for the third year, featuring a line-up that included Pulitzer prizewinning journalist David Moats, UVM President Dan Fogel, New Yorker cartoonist Harry Bliss, and VPR commentator Philip Baruth. The Friends also provided funding for the lease on the public photocopier, recarpeting of the two upstairs meeting rooms, improved lighting in the community room, and ongoing support for Corrections personnel to help the Library custodian.

### Networking with Other Vermont Library Trustees

Our Library hosted the Nov. 5, 2005 annual meeting of the Vermont Library Trustees Association, with planning support contributed by the Vermont Department of

Libraries. The topic was "Tough Issues, Hot Topics," with presentations about libraries and the USA PATRIOT Act by Trina Magi (UVM), a panel discussion about where Vermont libraries are heading, Vermont changes as revealed in census data by Fred Schmidt (UVM), and an update about the PATRIOT Act by Congressman Bernard Sanders.

### A Special Thank You

We would like to express special appreciation to Helen Coolidge and Bill Butler, two employees who recently retired after a combined service time to the Library of 58 years! Both Helen and Bill have made a lasting impression on the Fletcher Free's staff and patrons – they will be missed.

### Looking Forward

- The Library is undertaking the process of completing the next long-range plan with input from public, the staff, the Library Commission, and City government;
- Plans are underway to explore the possibility of acquiring some cutting-edge A/V materials for our Library, including downloadable audio books and videos; and
- A new campaign designed to market Library services and resources is planned, along with a trip south to support our sister-city public library in Moss Point, MS.

### *Volunteer Dinah Goldberg kicks off the Summer Reading Program with face painting*



## Parks & Recreation Department

The responsibilities for the Department of Parks and Recreation have continued to evolve and grow during this past year. We remain focused on our mission of providing high quality, safe and affordable recreation programs and events and managing our system of parks, trees and the Burlington harbor for the use and enjoyment of everyone. Additionally, the management of our three city cemeteries became more fully integrated into the department during the past year.

With a large infrastructure to manage, we were pleased that some capital improvement funding was available to address facility needs. The increasing size and complexity of the department has provided challenges for our operating budget. Dramatic increases in fuel and utility costs have strained an already tight fiscal situation. During the past year considerable attention has been devoted to reviewing operations and looking for ways to become more efficient and to generate more revenue. In the future we expect this will continue to be a significant challenge as we attempt to become more entrepreneurial and still remain true to our mission.

We wish to recognize the outstanding efforts of our dedicated staff and the many volunteers and sponsors who play such a vital role in assisting us in providing excellent parks and recreation programs. We couldn't do it without all of these important contributors. The following are highlights of the past year:

### Paquette Arena

- Capital improvement projects at the Arena included installation of matting under bleachers and around the studio ice rink,

- and rebuild of one compressor. Major renovations to the Snack Bar included new appliances, flooring, windows, seating and point of sale software for both the Snack Bar and Pro Shop. New trees and flower beds were planted along walkway at the Arena entrance.
- 4,000 hours of ice time utilized on the Olympic ice and 1,250 hours on the Studio ice.
- Hosted three figure skating competitions, four test sessions and several specialized classes and seminars for area skaters and skating professionals. New programs included a mentoring program for junior instructors, intro to private lessons and Ice Princess skating classes.
- Hosted year end Ice Show with record attendance, featuring over 125 skaters from Parks & Recreation group lessons, Champlain Valley Skating Club, Ice Crystals Synchronized Skating Team, Vermont Children's Theatre on Ice and On Thin Ice adult theatre troupe.

### Park Operations and Maintenance

- Continued to host dozens of special events throughout the city including the Vermont City Marathon, Green Mountain Chew Chew, Brewer's Festival, Kid's Day, Independence Day Celebration, and Winter Festival.
- Partnered with the Center City Little League to renovate the infield at Roosevelt Park including installation of an irrigation system, new pitcher's mound and infield mix in the base paths.
- Installed two new lacrosse and four youth softball fields at Leddy Park
- Hosted a number of large events at Memorial Auditorium including Bonnie Raitt, World Wrestling Entertainment, Kris



**Wayne E. Gross**  
C.L.P., Director





## Parks & Recreation Department continued

Kristofferson, Dora the Explorer, OAR, Paul Revere and the Raiders, Champlain College Graduation, First Night Burlington, Vermont Golden Gloves Boxing tournament and Champlain College graduation.

- Worked with the Police Department to abate graffiti and assist in apprehension of vandals tagging park facilities.
- Constructed and installed a new gatehouse at Oakledge Park.



### Recreation

- New Itty Bitty Athletics Programs for 3-5 year olds in outdoor Fall Soccer and Spring Baseball has had great success with over 60 Parent/Child participants.
- 242 Main Teen Club continues to expand its offerings to youth from Chittenden Co. During the year, there were approximately 18,000 participants in various 242 programs.
- City Kids after school program for grades K-5 continued for its 20th year at four of the city's elementary schools serving 130 kids each day. The State of Vermont Division of Children and Family Services has recognized our program as outstanding and we have begun the process of becoming a STAR program with national accreditation.
- The department bus continues to be an asset to recreation programs transporting over 29,000 children and adults this year. We worked closely with the school depart-

ment to offer affordable transportation for educational field trips to 1,000 students and teachers.

- Our Playground/Nutrition programs continue to be extremely successful thanks to the financial support from the community. The entire \$27,000 cost of this program is privately fundraised. This program served over 4000 youth during the eight weeks providing free lunch and recreational activities.
- Our Champ Camps continue to be popular and affordable to Burlington residents thanks to a grant from the State of Vermont.
- A new event was developed for Halloween (Tower of Doom) at Ethan Allen Park. Over 1000 attended this haunted park for the night.
- We received two federal grants to develop the after school music program at 242 Main Teen Club and to have the play-mobile retrofitted and staffed during the summer to provide recreational programming in local neighborhoods.

### Conservation Legacy Program

- Assisted in the appropriation of \$75,000 from the Conservation Legacy Fund towards the acquisition of 3.03 acres of natural area adjacent to Centennial Woods in conjunction with the Hazelnut Hill Co-Housing Project on East Avenue. This grant was matched by UVM and leveraged additional funds from Vermont Housing Conservation Board.
- Organized National Public Trails Day activities to remove invasive Japanese Knotweed from McKenzie Park in partnership with the Intervale Center's Conservation Nursery Staff.
- Successfully submitted a grant to enhance the trail system at Arms Park. The Vermont Youth Conservation Corps completed trail work as part of this grant award.
- Created a Friends of Ethan Allen Park and Tower and supported activities for Green Up! Day in the Park and Tower.
- Continued to support and coordinate an Intervale Safety Committee with Burlington Police Department, Gardener's Supply Company, Intervale Center and Burlington Electric Department.



### Trees and Greenways

- Planted 85 street and park trees utilizing volunteers and contractual services.
- Removed 68 dead and hazardous trees and 80 stumps, pruned 1,100 street and park trees.
- Fertilized 175 street, cemetery and park trees.
- Sponsored Arbor Day activities at three of Burlington's elementary schools.
- Received the Tree City USA award from the National Arbor Day Foundation for the 12th consecutive year.
- Coordinated and assisted Branch Out Burlington! in the implementation of the following projects:
  - Planted 145 trees in the Burlington Community Nursery;
  - Organized a Summer Tree Walk located on and around the University of Vermont campus;
  - Continued the Inner City Urban Forestry Education Grant; and
  - Submitted the Awards of Excellence for Community Trees Grant.

### Cemetery Projects

- The restoration of the Howard Chapel continued with the leadership and fundraising provided by the "Friends of the Howard Chapel." Major projects completed at the Chapel included carpeting, interior decorative painting, walkway installation, exterior lighting, and restoration of the bell into working order. A rededication ceremony was held in July and the Chapel is now open for public use.
- With the financial support of a generous donor, the Lakeview entrance was completed with additional fencing installed and the original gates re-hung.
- Design and engineering work was completed on the development of a new section of Lakeview Cemetery to address drainage problems, provide road access, establish a design and landscape compatible with the remainder of the cemetery and respond to the trend of an increase in cremation burials.
- Portions of the Lakeview Cemetery road system were repaved due to the availability of capital improvement funding.

- As of the end of June, there have been a total of 109 burials with 50 being full burials and 59 cremation burials. This compares to a total of 110 for FY'05 with 50 being full burials and 60 cremation burials. Lot sales have decreased this year with a total of 66 single lots and one large area for a new mausoleum being sold. This compares to 115 lots for FY'05.

### Burlington Latino Festival at Battery Park





## Parks & Recreation Department continued

### Capital Projects

- Implemented several Neighborhood Planning Assembly projects utilizing CDBG funding including new playground equipment at Lakeside and Pomeroy Parks, and the repair and resurfacing of the basketball courts at Roosevelt Park.
- Completed improvements to the lower plaza of Battery Park in association with Main Street Landing, Inc. and their project at Lake and College Streets.
- Received a Transportation Enhancement Grant from the Vermont Department of Transportation for improvements to Battery Park Extension from the upper fountain plaza to the lower plaza. This project is in the design phase and is being coordinated with the Department of Public Works.
- Completed repairs to Ethan Allen Tower including restoration of historic plaques and masonry restoration of the turrets.
- Completed the expansion of the new parking lot located adjacent to the tennis courts at Leddy Park.
- Completed the asphalt paving of the parking lot at Ethan Allen Park and the overlaying of the pedestrian/bicycle path through the park.
- Installed a new and expanded dinghy dock and replacement launch ramp docks at Perkins Pier.
- Replaced six swinging benches at Waterfront Park and eight benches at Battery utilizing a memorial bench program.



**Dan Cahill, Recreation Coordinator,**  
with **Sister Irene Duchesneau.**

- Continued with the assessment and planning phase of conversion of the Gosse Court Armory to a Community Recreation Center. Staff and Parks and Recreation Commissioner Steve Allen participated heavily in the Citizens Advisory Committee studying the reuse of the Armory. The Committee's recommendation is being reviewed and discussions are continuing regarding the best way to address the City's indoor recreation needs and how both the capital and operating expenses can be financed.

### Holiday Party at the Champlain Senior Center



## Department of Planning & Zoning

### Comprehensive Planning

The Department of Planning & Zoning is responsible for long range planning in the City. The Department also reviews applications for development permits. Department staff prepares or helps prepare long-range land use and development plans including the Municipal Development Plan and neighborhood plans, conducts special studies and inventories, and researches amendments to city ordinances. Staff serves as a resource to other city departments and commissions, the City Council, the Mayor, neighborhood planning associations and the public regarding various design and planning issues and activities. Citizen involvement is a major responsibility of the Department of Planning & Zoning, which provides staff support to the Planning Commission, Development Review Board, Design Advisory Board, Conservation Board and the Historic Preservation Review Committee.

### Zoning Re-Write

The Planning staff and Commission have spent hundreds of hours working on a comprehensive re-write of the City development regulations – both zoning and subdivision regulations. Their time has been focused on developing specific recommendations relating to protecting older residential neighborhoods, encouraging appropriate infill development, updating parking standards, encouraging “green” (environmentally friendly) design for sites and buildings, historic preservation, revising design and performance standards, and enhancing open space and environmental protections.

One significant issue to address is how the ordinance is organized and presented. Currently information is scattered throughout many sections, difficult to find, and in some cases the ordinance sends mixed messages. There are few illustrations to help communicate important concepts. The new ordinance will combine and integrate the subdivision and zoning regulations, and provide definitions consistent with other related codes. In order to better organize the revised ordinance, individual sections for each zoning district are being created so the majority

of rules affecting a property or project are found in a single location. Similarly, we are co-locating all citywide development standards, application and permit processes and administrative requirements.

The principle objective is to make the regulations easier to use and administer, and result in higher quality development that enhances the City’s urban character and livability. A complete draft of the proposed ordinance for public discussion is expected in the first quarter of 2007.

### Historic Preservation Planning

The Department administers the City’s Certified Local Government Program (CLG) for historic preservation planning under contract with the VT Division for Historic Preservation and provides staff support to the Burlington Historic Preservation Review Committee.

The Burlington Survey of the Prospect Park North & Middle Neighborhoods was



**Michael LaPlace**  
AICP, Director

*Given Addition, UVM  
College of Medicine*



conducted in order to continue the systematic survey of cultural resources in the city. A survey of historic structures is used to assist city and state officials, researchers, and property owners in planning for the protection, preservation, interpretation, and promotion of important cultural and architectural resources. In addition, this project was the second major test of newly developed digital survey technology that utilizes handheld



## Department of Planning & Zoning continued

computers, digital cameras, as well as desk-top software currently under development by the VT Division for Historic Preservation.

### Open Space Protection

In February 2002 the City Council created the Burlington Conservation Legacy Program within the Department of Parks & Recreation in fulfillment of one of the principal recommendations of the 2000 Burlington Open Space Protection Plan. This program is managed as a collaborative effort between the Burlington Conservation Board, Parks & Recreation and Planning & Zoning.

In November, the citizens of Burlington approved a proposal to create a "Conservation Legacy Fund" supported in part with a 1-cent dedicated property tax. This funding became available in FY2006 and will be used to help protect and manage important natural and open spaces throughout the city. Program staff has been working closely with the Burlington Community Development Corporation and a local co-housing group to secure the protection of 3.8 acres adjacent to the Centennial Woods Natural Area off of East Avenue. The Conservation Legacy Program also continued the implementation of management plans for two city-owned properties – the Arms Grant on North Avenue and the Mackenzie property on the Intervale. The work included marking boundaries, trail relocation, and clean-up.

### AMANDA – Land Use Database

The Department's use of the Application Management and Data Automation (AMANDA) system, which is the City of Burlington's land information computer data base, continues to mature and improve. The AMANDA system is an integral part of the zoning review process, allowing staff to work more efficiently and to manage the work flow with greater precision. AMANDA is accessible by other City departments, so there is coordinated and easy access to permit information for properties and for the monitoring of permit review activity. Planning & Zoning, together with the Department of Public Works and the Code Enforcement office, are currently the primary users of the AMANDA system. Planning and Zoning staff provides technical

support for AMANDA which benefits all participating departments using the system. The result of this support service is the aggregation of records for zoning permits, building permits and Code Enforcement activity in a single system organized by property. To date, the AMANDA system contains over 10,021 zoning permits dating from the past 15 years.

### Capital Improvement Program

The Department is responsible for preparing the capital budget and capital plan through the annual Capital Improvement Program (CIP). The capital budget includes projects to be undertaken in the coming fiscal year, while the CIP includes projects proposed to be undertaken in the following five years. The Planning Commission makes recommendations to the City Council on capital projects as part of the annual city budget.

### Development Caseload

Construction continued on major projects for the University of Vermont; the student commons building and the University Heights residence halls. A variety of development proposals were reviewed by the Development Review Board under their project review function this year with assistance from the Design Advisory Board and the Conservation Board. Major projects reviewed this year include:

- The reuse of the former Specialty Filaments building at 444 Pine Street for a new business;
- A new 11,200 square foot drug store on Shelburne Street;
- A new automobile dealership at the corner of Shelburne Street and Flynn Avenue;
- A ten residential unit building added to the existing Franklin Square planned residential development on North Avenue;
- A 33 unit co-housing planned residential development on East Avenue; and
- A 3200 square foot building for a wood chip boiler system and a new and improved athletic field, both for Burlington High School.

A total of 774 zoning permits were processed this year, with over 130 projects being reviewed by the Development Review Board. The total estimated construction costs of projects exceeded \$43,000,000.

**Westlake  
Condominiums,  
Battery Street**



## Burlington Police Department

We remain “committed to policing with the citizens of Burlington to achieve a safe, healthy and self-reliant community.” We strive to fulfill our mission by engaging in community policing and problem solving to reduce crime and disorder in our community. Enforcement of local, state and federal laws will always be a necessary requirement of our public safety strategy and we remain dedicated to enforcing the laws professionally, respectfully and without bias.

This year we focused on the following priorities:

- Continued implementation of value based area/ward problem solving action plans designed to reduce crime and disorder.
- Enforcement of (1) neighborhood and street-level drug activity, (2) traffic safety in areas that show high rates of traffic crashes, and (3) seasonal quality of life enforcement – neighborhood noise and disorder.
- Managing and implementing federally funded grant programs for new equipment, security and technology that will improve our capabilities to prevent and resolve crime and disorder, as well as enhance communications, safety, and homeland security.
- Achieving full staffing – continuing to hire “service oriented officers” with specific emphasis on women and minorities.
- Cultural competency – continued training, education, and involvement with our growing multi-cultural community.
- Employee health, wellness and safety – encouraging employee programs for health and wellness, and implementation of Taser technology as a new officer safety initiative.
- Compliance with National Incident Management System (NIMS) – for Homeland Security.
- Designing and launching new BPD informative website.

I would like to acknowledge former Mayor Peter Clavelle’s leadership and contribution to community policing during his

tenure, and I welcome new Mayor Bob Kiss. I would like to thank the Chair of the Police Commission, Jerome O’Neill, and the entire Police Commission for their thoughtful oversight of the Police Department. I am especially thankful for the continued support of our community, and for the dedicated and professional police officers that proudly serve this great city.

### **Administrative Services Bureau– Deputy Chief Stephen Wark and Deputy Chief Michael Schirling**

The Administrative Services Bureau is responsible for the provision of support services including parking enforcement, emergency dispatch, records, training, recruitment and strategic planning. 2006 was a year of changes for administrative services. Our Department recruited and trained eight police officers and four public safety dispatchers. Training for both is a long process, with police officers having to complete over 40 weeks of state and department training to establish their certifications.

Parking enforcement saw new initiatives in public notification, unpaid or overdue tickets/fines collections, and focused enforcement with impressive results: the use of a “Yahoo Groups” notification service helped Burlington residents avoid snow towing. Recovery of fines resulted in a 12.02% increase over the 2005 amount.



**Thomas R.  
Tremblay**  
Chief



**Corporal Bonnie Beck and Officer Dominic Brodeur  
load supplies during a Hurricane Relief Drive.**



## Burlington Police Department continued

The dispatch center received a complete reorganization and new equipment, greatly needed as much of the equipment dated back to the 1970s. This new equipment enabled better communication and information sharing between the community and officers in the field, all while eliminating the need to increase staffing in the communications center.

A new BPD informational website was designed to help keep our community better informed and to assist us with our recruitment efforts. For more information please visit our website: [www.bpdvt.org](http://www.bpdvt.org).

As of the writing of this report, Deputy Chief Stephen Wark has retired from the Department after over 20 years of service. Michael Schirling was promoted in his stead, and now heads the Administrative Services Bureau.

### **Operations Services Bureau – Deputy Chief Walter Decker**

During the last year, the Operations and Detective Services Bureaus saw a number of initiatives regarding our level of service and interaction with our community. Our officers continue to be the busiest in the State of Vermont responding to approximately 40,000 calls for service annually. Over 3,700 criminal cases are investigated which result in over 3,400 arrests per year.

This year we began a Community Outreach Notification Program along with members of the Center for Community and Neighborhoods. This effort is centered on providing timely, direct, door-to-door contact and sharing of information with neighbors when traumatic events occur in the neighborhood. It offers accurate information to residents, and helps to share the perspective of what City officials are doing to respond to the issue while fostering a channel to absorb future resources and information about crime prevention.

As part of our drug enforcement initiative, we doubled the number of drug detectives that work exclusively on cases originating in Burlington. Two additional officers

were added this last spring for what has been designated as an interdiction and drug tip unit. This unit is designed and tasked to conduct early tip assessments and interventions, knocking on doors and if needed, confronting suspected dealers and putting them on notice that we will not allow them to become established in our neighborhoods.

Also this year we have continued to expand our less than lethal use of force options by acquiring Taser electronic control devices. We were also awarded recognition from the Governor's Highway Safety Program for our efforts in traffic safety education and enforcement. Support from the community allowed our staffing of a second School Resource Officer position, and the area officers of each patrol district continued to attend meetings, listen to neighbors, and engage in problem-solving activities to increase the quality of life in our City.

Our officers and non-sworn personnel continue to serve each day with the goal of making our City a better place by approaching crime, disorder, and problematic behavior with the appropriate levels of dedication, fairness, and perseverance.



**Officers and community members deliver frozen turkeys to the Food Shelf as part of the Police Department's Thanksgiving Turkey Round-up.**

## Department of Public Works



Take a drink of water or wash your clothes; take a walk on a sidewalk; drive to the store on a public street; put out your recyclables; park downtown; flush your toilet. These are all services provided by your Public Works Department, which manages the backbone infrastructure of the city. Not surprisingly, this infrastructure is usually taken for granted, which is as it should be. Thanks to the hard work of DPW employees, these basic systems work all day every day. Here is an overview of the Department's major activities this year.

### Water & Wastewater

Our Water & Wastewater division delivers potable water to your tap and cleans the wastewater prior to discharge into the Winooski River and Lake Champlain. These services represent almost half of DPW's total expenditures. The funds come from ratepayers and from services provided to others so there is no burden on the property tax. On average, DPW pumped 4.5 million gallons of water per day in FY06 and treated 6.9 million gallons of wastewater and stormwater per day. There were no beach closings this year due to wastewater issues.

Water Division expenditures were \$5.1 million last year. When adjusted for inflation, this is almost 15% lower than in Fiscal Year 1999. Wastewater expenditures were \$5.6 million last year. When adjusted for inflation, this is 22% lower than in Fiscal Year 1999.

| Sidewalk Replacement    |                  |
|-------------------------|------------------|
| Avg. annual expenditure |                  |
| Ward                    | FY02 - FY06      |
| 1                       | \$53,800         |
| 2                       | \$61,600         |
| 3                       | \$70,600         |
| 4                       | \$58,600         |
| 5                       | \$72,800         |
| 6                       | \$68,600         |
| 7                       | \$69,800         |
| <b>Total</b>            | <b>\$455,800</b> |

### Streets & Sidewalks

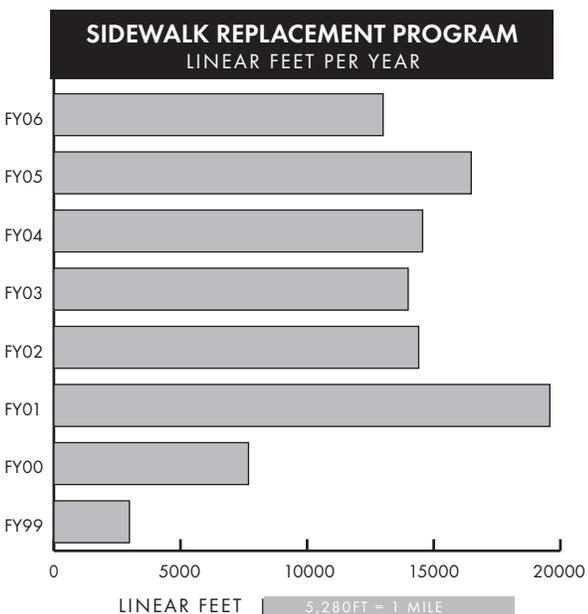
Our Streets & Sidewalks Division is responsible for maintaining all road and bridge structures in the City's public right-of-way. This includes salting, sanding and snow plowing, street sweeping, patching potholes, resurfacing, utility cut repairs, guardrails, and storm response. There are 120 miles of public streets in Burlington, including seven miles of Class 1 State highways (Routes 2, 7 and 127), and 22 miles of Class 2, as well as 200 miles of sidewalks (see below for more information about our Capital Improvement Program). Street maintenance is funded by excavation fees, a portion of the dedicated street tax, and the General Fund. Adjusted for inflation, annual expenditures have increased 10% since 2001.

Street and sidewalk maintenance in a densely populated city in the Northeast is as much an art as a science. Variables include weather, population density, the age, and condition of the roads and sidewalks, traffic, parked cars, the number of available staff, the extent of their experience and training, and the quality of the equipment.

Every town faces different challenges and comparisons do not always tell the whole story. Nevertheless, one standard measure of efficiency is the cost of maintenance per road



**Steven Goodkind**  
Director





Department of Public Works continued

mile. A 2005 survey of area towns found that Burlington had one of the lowest costs per road mile of all the towns that responded.

**Capital Improvement Program**

In 2000, Burlington voters approved a four cent increase in the dedicated tax for long-term street paving and sidewalk replacement. The tax also pays for the local share (2%) of major road projects, capital improvements to the Bike path and crosswalks, and traffic calming. The Program is funded from the dedicated street tax (just over 7 cents per \$100 value), plus revenues from excavation fees.

Each year, DPW re-paves an average of about two miles of new pavement. The streets are selected based on the condition of the road and the volume of traffic. Although the funding is consistent, the amount of new pavement varies based on the extent of reconstruction required and the width of the right

**Snow Plowing**

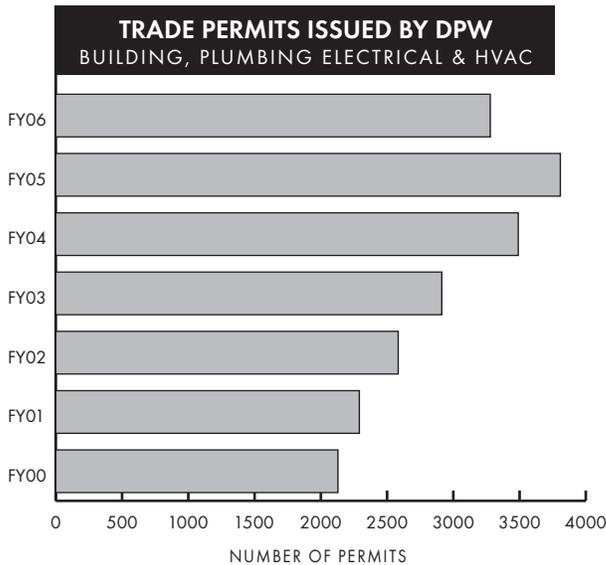
DPW's snow plow fleet includes 17 plows and trucks of varying sizes and 10 sidewalk tractors. Even with all this equipment and staff, it takes 5-7 hours to plow the streets once (and another 3 hours to salt), 6-8 hours to plow sidewalks; 14-18 hours to snow blow sidewalks; and 8-12 hours to sand sidewalks.

Inflation adjusted expenditures were down 32% from FY05. The decrease was the result of lower maintenance costs, a drop in the use of salt on side streets, and a reduction in overtime due to relatively mild weather. The program is funded primarily with property taxes. We have 39,000 people in Burlington and just over 10,000 taxable properties so the average cost for winter street maintenance was \$14 per person and \$54 per taxable property.

In response to growing expectations by citizens, Burlington has increased its snow plowing activities in recent years. As a result, there is no city of comparable size in New England that spends as much effort on sidewalks as Burlington. DPW has acquired newer and better equipment and has improved the training provided to staff.

**Street Sweeping**

It is unavoidable that sand, dirt, and other debris accumulate on our streets. If not cleaned, this debris tends to run into Lake Champlain. These sediments contain chemicals from automobiles and yard runoff that pollute that the waters of the lake. Therefore, street sweeping is not only about quality of life, it is an environmental issue as well. Street sweeping occurs on each street approximately three times from June to September, plus Spring and Fall cleanups of heavy debris. The volume of debris collected is substantial. In 2005, Public Works crews removed an estimated 1,100 yards of debris, equal to 1,650 tons of material.



of way. On average, DPW reconstructs almost 3 miles of sidewalks each year. At the current rate, it will take 67 years to replace all 200 miles of our sidewalks, though the new ones are only expected to last 50 years. Thus, the money available from the dedicated tax is not enough to ensure that all the sidewalks are replaced before they exceed their normal lifespan.



**Fleet Services**

Before the Public Works Department was created in 1985, City vehicles were either maintained by individual departments or work was contracted to local garages. Subsequently, the Police, Fire, Parks and Electric Departments all agreed to have Public Works service their vehicles. The Fleet Services group is responsible for the maintenance and repair of almost 300 City owned vehicles, 8 emergency facility generators, and 17 outside Fire and Rescue vehicles. This has resulted in significant savings and greater efficiency for city departments, though these savings are difficult to quantify because of changes in the number and types of vehicles over time.

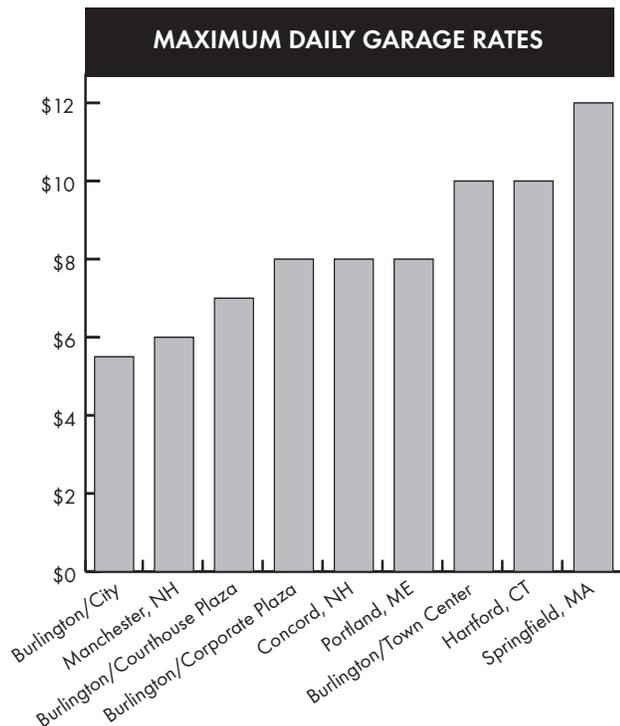
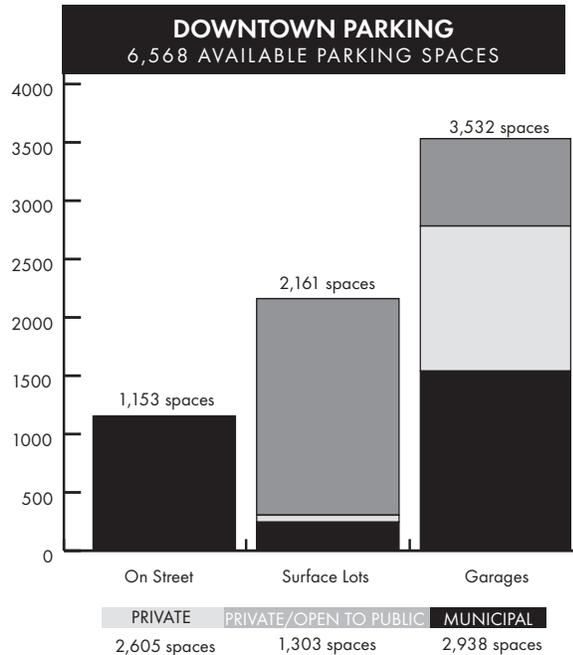
**Parking**

The Parking Division maintains 2,938 parking spaces downtown, including three garages, six surface lots, and on-street metered parking (43% of all downtown parking). This division also manages the Airport parking facilities and receives a portion of their revenues. The division is funded entirely from parking revenues and receives no money from property taxes.

Downtown parking will be a large part of the City Transportation Plan currently in development. Reducing demand for downtown spaces through more park and ride options, as well as a comprehensive “wayfinding” system directing users to available parking are some of the ways we can make a difference.

**Recycling**

DPW’s recycling crews make 1,000 to 1,500 stops per day, and serve 13,000 residential units. Collected materials are transported to the Solid Waste District’s Material Recovery Facility in Williston, where they are sorted, baled, and shipped to appropriate markets. Through the blue box program, Burlington residents recycled 3,000 tons of material last year (about 440 pounds per household). Including commercial activity, CSWD estimates that we divert at least 38% of our solid waste to recycling. The Recycling program also conducts the Fall leaf pick-up. The cost





Department of Public Works continued

of the recycling program is paid from a Solid Waste Generation Tax assessed to each residential unit within the city. Businesses are required to recycle as well but they contract directly with private haulers.

**Inspection Services**

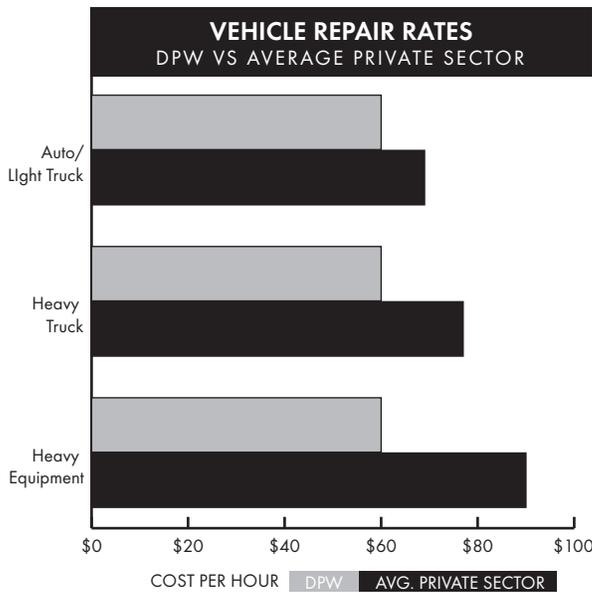
Inspection Services offers consultation and technical advice, issues permits for construction in the city, and inspects the work for adherence to safety codes and standards. It is funded entirely by fees. Inspectors issue permits for new buildings, additions, alterations, repairs, demolitions, sprinkler system changes, fire alarms, fire suppression, plumbing, mechanical and electrical systems. The number of inspections increased 79% from FY00 to FY05, but declined somewhat last year. Notwithstanding increased demand for services, inflation-adjusted expenditures for this division are actually lower today than in FY01

**Engineering**

Engineering provides technical support for major capital projects and Development Review, design and engineering services for Water and Wastewater, performs traffic studies, manages traffic calming projects, and staffs various committees. Engineering is supported by funds from the various projects and divisions it serves.

**Administration**

The Administration Division provides services to the various divisions within DPW, as well as to Code Enforcement and the Parks & Recreation Department as needed. Services include budgeting, payroll, accounting, clerical, billing, and customer service.



## Burlington School Department

The Burlington School District is the public school system serving Vermont's largest city. The School District is Vermont's largest K-12 school district, educating about 3,600 children. The District's mission is to "in partnership with families and the community... educate and inspire students to influence and shape the future."

### Demographics

Burlington's schools are diverse in culture, race and socioeconomic status. Compared with Chittenden County and Vermont, the District has a higher rate of poverty, non-white, and non-native English speakers in the schools. Our students speak 28 different languages and students of color make up just over 19% of the student population. Forty-nine percent of students across the district qualify for free or reduced meals. For many reasons our diversity is a source of strength in our schools. Other facts about the District:

- Staff: 380 teachers; 186 paraprofessionals, 50 maintenance staff; 50 food service workers; 26 office personnel; 19 principals and assistant principals; and 4 bus drivers.
- School year: 186 teacher days; 177 student days.

### Quality

The Burlington School District provides a high-quality education to students using nationally recognized instructional strategies supported by strong professional development of its teachers.

Two-thirds of the K-8 schools scored in the top or middle third of Vermont schools on the reading, math and writing state assessment tests, the New England Common Assessment Program or NECAP.

The District offers comprehensive programs including K-12 arts, physical education, health, guidance, English as a Second Language and music programs; a dozen advanced placement courses at the high school; special education; as well as comprehensive extra and co-curriculars. The District

employs one of only two full-time diversity-equity staff in the state.

The District is noted within the state and the nation for high-quality programs including:

- A nationally recognized truancy prevention program that is being implemented throughout Chittenden County and Vermont as well as in Massachusetts, Detroit and Florida.
- Comprehensive after-school child care and enrichment programs. Of students who regularly attended the Burlington After School programs, 66% of regular participants had math and English scores that increased or stayed the same.

### Cost-effectiveness

For more than the past three years, the Burlington School District has had the lowest or second lowest equalized tax and spending rates in Chittenden County. The spending rate has been the lowest for three consecutive years. The tax rate has been the lowest for four consecutive years. The Burlington School District spends about \$50 million a year to educate its students. Of that, about \$14 million is from grants, foundations and sources other than tax dollars.



**Jeanne Collins**  
Superintendent

*Edmunds Elementary students returning from a volunteer trip at the Converse Home.*





## Burlington School Department *continued*

### Improvements to the School District's Buildings and Grounds

The District has had several significant projects underway in the past 18 months. The city charter allows for the spending of a \$750,000 bond annually for capital projects. The youngest of our 19 buildings is over 40 years old and the oldest is over 100. Projects over the past year include:

- Hunt School heating and ventilating: A system update begun in 2002 was finished this past year. Boilers that were original to the school's construction in 1957 were replaced as part of the \$600,000 project.
- Replacement of the Burlington High School football field and track. The total cost of the project is \$3.9 million.
- Burlington High School elevator installation to better serve students with disabilities. Total project cost: \$212,000.
- Wood chip plant behind Burlington High School. Total project cost \$1.9 million.
- Boilers at Wheeler Elementary School were replaced this past summer.
- Improvements at the Edmunds complex to the parking lot, sewage and storm water systems and an improved athletic field. Those improvements were made as part of a Champlain College project.

### Equity Task Force

A major focus of the past few years has been to provide equal educational opportunities to all Burlington students. In January, 2006, the Burlington School District appointed a 15-member community Task Force to look at the current educational model in our six elementary schools and to suggest ways to overcome obstacles to learning for students from low income families. The Task Force created a 40-page report released in June 2006 that included a unanimous recommendation of socioeconomic integration in all six of the Burlington elementary schools, as the middle schools and high school already achieve this goal. The Burlington School Board adopted the socioeconomic integration recommendation on an 11-1 vote. In the fall of 2006, there are plans for a public participation in a community discussion about implementing socioeconomic integration.

For more information about the Burlington School District, please call 865-5332 or go to [www.bsdt.org](http://www.bsdt.org)



*The beginning of the re-construction of the Burlington High School athletic field and track.*

## Burlington Telecom

**B**urlington Telecom (BT), a department of the City of Burlington, is building a state-of-the-art broadband network using optical fiber-to-the-premise and digital technology. The network will be:

- Universal: serve all residents, businesses and institutions who wish service;
- Open access: allow access to all who want to use it on non-discriminatory terms and prices;
- Financially self-supporting: pay for all its own costs and yield a return to the City budget; and
- Flexible for the future: be easy to upgrade over time as technology advances.

Burlington is building this network for two simple reasons: a) access to the highest quality broadband telecommunication services is essential to sustain and develop our economy and quality of life; b) no private carriers have indicated a willingness to build such a network or meet the criteria set out above in our market (some carriers are building similar networks, but only in major metropolitan areas). This is why many small cities and towns across the country have come to the same conclusion as Burlington: build it yourself or do without.

So far, the main hub of the network has been built and about 25% of the City has been “wired” (i.e. fiber cable down the street). As of the end of 2006, approximately

950 customers will be hooked up with an average of 25-35 new ones being hooked up per week. Most residential customers choose to receive the “triple play” of integrated digital Cable TV, telephone and internet services. Businesses concentrate on high-speed internet and sophisticated business-oriented voice telephone services. Prices for BT’s services typically average approximately 20 % below the alternatives and are equal or superior in quality (especially for Internet).

When it is completed, around the end of 2007, BT’s network will pass every home and office in the City and will be able to carry unprecedented amounts of traffic and services... competitively priced, on a single integrated bill with superior, neighborly service. To keep informed, visit our website: [www.burlingtontelecom.com](http://www.burlingtontelecom.com) or use the link on the City’s website (<http://www.ci.burlington.vt.us/>).



**Tim Nulty**  
General Manager



*Worker installing a BT Line*