

COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

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**REQUEST FOR PROPOSALS:
The Neighborhood Project**

Preparing a strategy and toolkit for neighborhood stabilization in Burlington, VT

Proposals Due: DATE

1. PURPOSE

On behalf of its partners, the University of Vermont (UVM), Champlain College, Preservation Burlington, and the City of Burlington's Community & Economic Development Office (CEDO) seeks the services of qualified consultants to prepare *The Neighborhood Project*, a strategy and toolkit for neighborhood stabilization in Burlington, VT. The partners are interested in neighborhood stabilization efforts which will create balanced opportunities for housing choices in near-campus neighborhoods, improving the quality of housing stock for a wide range of residents, and identifying quality of life initiatives to support residents. The Neighborhood Project should include strategic and funding plan options, a timeline for implementation, a review of and recommendations based on successful neighborhood livability initiatives in other university communities, and identification of next steps.

2. BACKGROUND

For over three decades, the City of Burlington has identified the availability and affordability of housing for individuals across the income spectrum as one of its most significant challenges. From 1980 to 2010, Burlington's population increased by approximately 12%, while homeownership declined by X%. According to the 2011-2015 American Community Survey, Burlington had 16,153 households in 2015, with 60% renter occupied and 40% owner occupied. Of those renter-occupied households, nearly 30% have a head of household aged 15-24. According to the City's 2015 Housing Action Plan, "the lack of sufficient housing is exacerbating quality of life issues in the City's historic neighborhoods, particularly near the University of Vermont (UVM) and Champlain College."

The Housing Action Plan

In October 2015, Burlington City Council adopted the Housing Action Planⁱ (HAP), which contains 22 strategies for building a more affordable, inclusive, livable, walkable, sustainable and vibrant community. These strategies are organized into five sections:

1. Expand and strategically apply municipal resources to support new low- and moderate-income housing construction and better assist those ineligible for subsidy but unable to compete in Burlington's housing market.
2. Consider regional land use approaches and reduce regulatory barriers and disincentives to new housing production.
3. Pursue new strategies for housing college students to improve quality of life in historic neighborhoods and reduce student pressure on rents.
4. New approaches to homelessness in our community.
5. Providing appropriate housing options for an aging population.

It is within the third section that the HAP specifically calls for the creation of "a neighborhood stabilization program for neighborhoods heavily impacted by students," known as The Neighborhood Project.

According to the 2015 Housing Action Plan, "approximately 3,000 undergraduates [from various institutions] currently live off-campus in Burlington's residential neighborhoods. Multiple students living in housing originally built for families increases neighborhood parking pressures, creates lifestyle conflicts with long-term residents, and drives up market rents." The Plan also indicates that, "as part of the Eagles Landing settlement agreement, Champlain College agreed to work with the City, UVM and members of Preservation Burlington to create a neighborhood stabilization project known as the 'Neighborhood Project.' All three entities [who signed the Eagles Landing MOU], as well as UVM, will contribute to the program..."

The Eagles Landing development and The Neighborhood Project are among strategies intended to further the Housing Action Plan goal of reducing the number of students living off-campus, in historic and primarily single-family neighborhoods by fifty percent. To advance The Neighborhood Project, the City, Champlain College, University of Vermont, and Preservation Burlington have committed to work together to draft a scope of work for an RFP, select consultants and provide input/feedback that will lead to the development of an overall strategy for neighborhood stabilization.

These partners have discussed several key aspects of a neighborhood stabilization program in order to provide guidance on relevant strategies and tools to achieve the policy goals of The Neighborhood Project. This included the consideration of the following questions:

- What are the most important neighborhood concerns that the City and its partners hope to address/alleviate through The Neighborhood Project?

- What are the geographic areas of the City which The Neighborhood Project should consider?
- What financial/strategic commitments of neighborhood stabilization programs should the City and its partners consider in order to achieve the goals of The Neighborhood Project?

A summary of the partners' input on these aspects is included in APPENDIX C, and have informed the SCOPE OF WORK/DELIVERABLES.

Agreements between the City and Institutions

The City and the partners have previously negotiated various agreements around housing, such as UVM's agreement to require all students to live on campus for two years, and Champlain College's 2007 Master Plan goal to construct 1,200 new student accommodations, including 600 new beds on campus and 600 new beds elsewhere in the City. More recent agreements have added additional beds for students on the institutions' campuses, contain stipulations for further adding beds in accordance with enrollment growth, and expanded monitoring of off-campus student housing.

The 2009 agreement between the City of Burlington and University of Vermont included the following:

- Create 566 beds through the conversion of an administrative building to student housing, and a new building for upper class students built by a third-party developer on UVM's campus.
- Add beds on a 1:1 basis with any increase in undergraduate student enrollment over the Fall 2009 undergraduate enrollment level.
- UVM to work to the best of their ability to measure the number of off-campus students living in Burlington and gather local address information. While UVM cannot provide a list of addresses to the City, it does share a list of known streets with higher percentages of student residents.

Since the adoption of its 2007 Master Plan, Champlain College has approximately doubled its housing capacity by pursuing several strategies to fulfill its housing goals, including:

- Creation of approximately 400 beds on campus either through new construction or renovation of existing residence halls.
- Development of *Eagles Landing*, a 105 dwelling unit student apartment building in downtown, currently under construction. When completed in the summer 2018, the Project will house 314 upper class students in a pedestrian and bike-friendly, urban setting.
- Master leasing of blocks of existing rental housing stock, on a short term, as-needed basis in order to fulfill commitment to provide sponsored housing for its students.

In January 2017, Champlain College broke ground on its Eagles Landing student housing development on a former city-owned surface parking lot in downtown Burlington. The MOU for The Neighborhood Project, which was signed in January 2015 by the City, Champlain College and Preservation Burlington, complimented a series of design modifications spelled out in a settlement agreement for the project. The development will include 105 units of student housing (to be managed by Champlain College), 66 parking spaces, and 4,400 sq.ft. of retail space along St. Paul St. between King and Maple Streets.

Furthermore, as a part of the 2016 Predevelopment Agreement to redevelop the Burlington Town Center Mall site in downtown Burlington, Champlain committed to house students within and manage up to 80 additional units of privately-owned, off-campus apartments.

Current Neighborhood Stabilization Actions

Over the last X years, the City and its partners have pursued strategies for addressing quality of life challenges in near-campus areas. These include:

- Add information here regarding: noise and quality of life ordinances, unrelated occupants ordinance, Community Coalition/ISGOOD work in neighborhoods.
- Other strategies/efforts?

Both UVM and Champlain College have been working actively on improving quality of life in neighborhoods for several years, in partnership with the City and Burlington residents. It is recognized that there are longer-term strategies that will require time and resources to execute; these initiatives have been considered short-term strategies to assist in neighborhood stabilization as the community seeks to implement broader initiatives.

Actions taken and resources provided by the University of Vermont in FY2016 include:

- UVM Annual Payment to the City of nearly \$1.4M. According to the University's Payment for Services Agreement, this provides payment for services provided by the City to the University and to alleviate the impacts of UVM's real property tax exemptions. This includes an Omnibus payment of over \$200,000 to cover "any and all impact UVM personnel, students, and operations may have upon the City and for any associated services or resources the City or its agents render to UVM and its community."
- Provided up to \$100,000 for additional patrols by Burlington Police officers (in addition to regularly scheduled/funded officers) to be present in areas and at times when students are likely to be present in neighborhoods.
- Participated in a Mapping Group with Burlington Police and Code Enforcement staff to collaborate on taking action around "problem properties"—rental properties which present persistent quality of life issues. This collaboration provides an expedited response to problems within neighborhoods (see Appendix D for details).

- Carried out and assessed the UVM Community Coalition’s Street Strategy initiatives to improve the health and safety of neighborhoods.

Actions take and resources provided by Champlain College in FY2016 include:

- Made annual payments to the City of approximately \$805,000 in property taxes and voluntary payments in lieu of taxes. Total payments to the City in 2016 were in excess of \$2.4M
- Master leased blocks of existing rental housing stock, on a short term, as-need basis in order to fulfill commitment to provide sponsored housing for its students.

3. SCOPE OF WORK/DELIVERABLES

A. Prepare a Strategic and Funding Plan for The Neighborhood Project

To further the efforts of the partners noted in the background section, the Housing Action Plan states that the partners will work with a professional team of consultants to prepare an overall strategy and toolkit of policies and programs to improve neighborhood quality of life in near-campus neighborhoods. The Plan also indicates that The Neighborhood Project should consider whether any of the successful strategies pursued in recent years should be expanded.

The 2015 Housing Action Plan includes a proposal to create approximately 1,500 new, well-managed student housing beds on-campus and in the downtown by 2020 in order to create a better balance in the community. While creating new student housing downtown and on campus can open up an opportunity for quality of life improvements in the City’s historic, near-campus neighborhoods, many residents of those neighborhoods are calling for a pro-active initiative to accompany that strategy.

i. Respond to Key Concerns

The Neighborhood Project should look at both short and long term strategies for addressing these key concerns in near-campus neighborhoods:

- a. Restore balance. These neighborhoods should be places where there are balanced opportunities for students and long-term residents to find appropriate housing, and for both rental and ownership housing choices. These neighborhoods should be desirable, accessible places to live for the professionals who work for institutions and other employers in our community.
- b. Improve quality of housing stock. Homeowners and rental property owners should be encouraged to, and held accountable for, maintaining quality housing. This housing should meet the needs of a wide range of neighborhood residents.
- c. Address the interim. Address issues and support initiatives around quality-of-life during the transition from implementation of short-term actions to long-term neighborhood stabilization.

ii. Focus on Geographic Area

The Neighborhood Project should consider strategies that could be utilized in Wards One, Two, Six and Eight (see map in APPENDIX A). Additional benchmarks to identify more targeted areas within these wards may be desired/necessary in order to meet the project goals.

iii. Conduct Research to support Priority Strategies/Tools

Recommendations included in The Neighborhood Project should begin with neighborhood-level data, analysis of current strategies, and interviews with constituents to ensure that the intent of the Key Concerns is fully understood and recommendations are appropriate for Burlington.

- a. Identify and analyze neighborhood-level demographics, housing conditions, real estate/market trends, quality of life, and other statistics that will inform the development of strategies and tools that respond directly to real neighborhood conditions. For data that is not readily available, provide a methodology for collecting and analyzing.
- b. Conduct interviews with constituents to learn about real and perceived neighborhood conditions as they relate to the Key Concerns. Interviews with constituents may include: representatives of partner organizations, including relevant City Departments (CEDO, Planning & Zoning, Code Enforcement, Police Department), Champlain College and University of Vermont, and Preservation Burlington; Councilors representing applicable City Wards; NPA Steering Committee members and residents representing applicable City Wards; student residents of applicable neighborhoods; landlords, developers, and/or development advisors familiar with the local market and applicable neighborhoods; banks; area non-profit housing and financing agencies; and, area employers.
- c. Identify and evaluate historic and existing city or institutional programs, policies, tools, etc. that pertain to these key strategies. Relevant programs, policies and tools will be referred to the consultant.

iv. Research Peer Communities, Example Programs

Provide a review of similar programs, policies and tools utilized in other university communities and identify which of these programs could serve as a reference or model for Burlington based on sections (i) and (ii) above. A list of communities for which the City has conducted cursory researched is included in APPENDIX B.

v. Prepare Priority Strategies/Tools

As a toolkit of strategies for neighborhood stabilization, The Neighborhood Project should consider a full range of options, including programs, policies, regulations, etc.

that may be implemented by the partners individually or in partnership; the toolkit should not be limited only to tools that must be advanced/utilized by the City.

vi. Identify a Sustainable Funding Strategy

A sustainable funding strategy will be key to the success of The Neighborhood Project, and funding plans should consider not only local funding, but also state/federal sources, support from other institutions and other employers/organizations in the community, private property owners/developers, non-profit housing agencies/developers/funders, and grants.

While the partners generally agree that the institutions should be committed financially and/or strategically to the neighborhood stabilization tools recommended for The Neighborhood Project, a model in which institutions own property in residential areas should not be a priority.

B. Identify Next Steps & Prepare a Timeline for Implementation of the Plan

The Plan should identify key “next steps” that the partners should take to create, operationalize, or implement various strategies and tools recommended by The Neighborhood Project. The Plan’s recommendations should be organized by “immediate,” “short-term,” or “long-term” and should indicate who the responsible parties are for moving forward, and include some discussion of strategies and tools that can be implemented if limited funding is available. The identification of key next steps, responsible parties and the timeline, should take into consideration the timelines of other goals/strategies in the Housing Action Plan. Special attention should be focused on any Neighborhood Project strategies which have the potential to advance one or more additional strategies of the Housing Action Plan.

C. Deliverables

The consultant or team of professionals should expect to provide, at minimum, the following deliverables to the City over the duration of the consultancy:

- Report of existing data and research based on Tasks 3.A.iii and 3.A.iv.
- At least one draft version of The Neighborhood Project strategic and funding plan for the partners’ and community review.
- A final version of The Neighborhood Project strategic and funding plan which incorporates partners’ and community feedback, and is of a complete, professional quality; the final report should include an executive summary or accompanying memorandum which outlines the requirements in Section 3.B.

- Presentation of final report to CDNR Committee and/or City Council that summarizes the final strategic and funding plan, along with key next steps and any necessary data/research, for use by the partners for presenting The Neighborhood Project to various stakeholders.

4. PROPOSAL REQUIREMENTS

Consultants or teams of professionals (consultants) must have experience with housing, community development, urban planning, historic preservation, real estate development, financing, and/or other relevant disciplines as applicable to the team's proposed approach to the Scope of Work. Consultants must have experience conducting in-depth neighborhood-level analyses and preparing neighborhood strategies, plans or programs which address the partners' key concerns. Further, consultants should have experience working with anchor institutions and possess the necessary skills to work with high-level officials at these institutions. The proposal shall include, but not be limited to, the following information:

- Brief description of the consultant, or each consultant in the event of a proposal that includes a team of professionals, and resumes of key personnel that will be assigned to this project. This should highlight relevant work/projects completed by the firm or team to demonstrate experience with similar projects.
- Detailed work plan setting out the approach to the Scope of Work tasks described in Section 2: SCOPE OF WORK/DELIVERABLES. The proposal should detail any proposed adjustments to the scope of the individual tasks.
- A proposed schedule which identifies the completion of individual work tasks, deliverables, and key meetings over the duration of the consultancy, consistent with Section 6: TIMELINE.
- A budget for fee and reimbursable expenses associated with the completion of the Scope of Work.

Proposals should be no more than 30 pages. Proposals shall be submitted via email by **TIME, DATE**. Consultants may submit a hardcopy proposal via U.S. Mail, but must also provide an electronic PDF copy; all digital and print proposals must be received by the deadline to be considered. All proposals shall be sent to the attention of Gillian Nanton; contact information is provided in Section 7.

This RFP does not commit the City to pay any costs incurred by any proposer in the submission of a proposal. The proposer is responsible for all costs associated with the response to this RFP. The City reserves the right to reject any or all proposals at any time with no penalty, to negotiate with any qualified source, to waive any formality or cancel the RFP in part or in its entirety if it is in the best interest of the City of Burlington. This solicitation of proposals in no way obligates the City of Burlington to award a contract. All materials submitted in response to the RFP will become property of the City upon delivery.

5. EVALUATION AND SELECTION

All proposals will be evaluated using the criteria listed below by a selection committee. City staff will receive and review all proposals based on the criteria, and advance the top three scored proposals to the Neighborhood Project Committee to review and provide a recommendation on a preferred proposal. The committee shall consist of the Chair of the Community Development and Neighborhood Revitalization Committee, a representative of City Council from an affected neighborhood, two representatives from Community & Economic Development (CEDO), one representative from Planning & Zoning, one representative from the Planning Commission, one representative each from the Partner organizations Champlain College, University of Vermont, and Preservation Burlington. The selection committee may elect to interview consultants prior to final selection.

Proposals will be ranked based on the following criteria:

- Demonstration of overall project understanding and knowledge of the local area (30 pts)
- Qualifications of the consultant team and key personnel to be assigned to this project and related experiences (30 pts)
- Clarity/Quality of the proposal and thoughtfulness in addressing the scope of work (25 pts)
- History of implementing successful projects with similar scopes of work (15 pts)

6. TIMELINE

The anticipated deadline for the completion of this Scope of Work is December 2017. The following key milestones include:

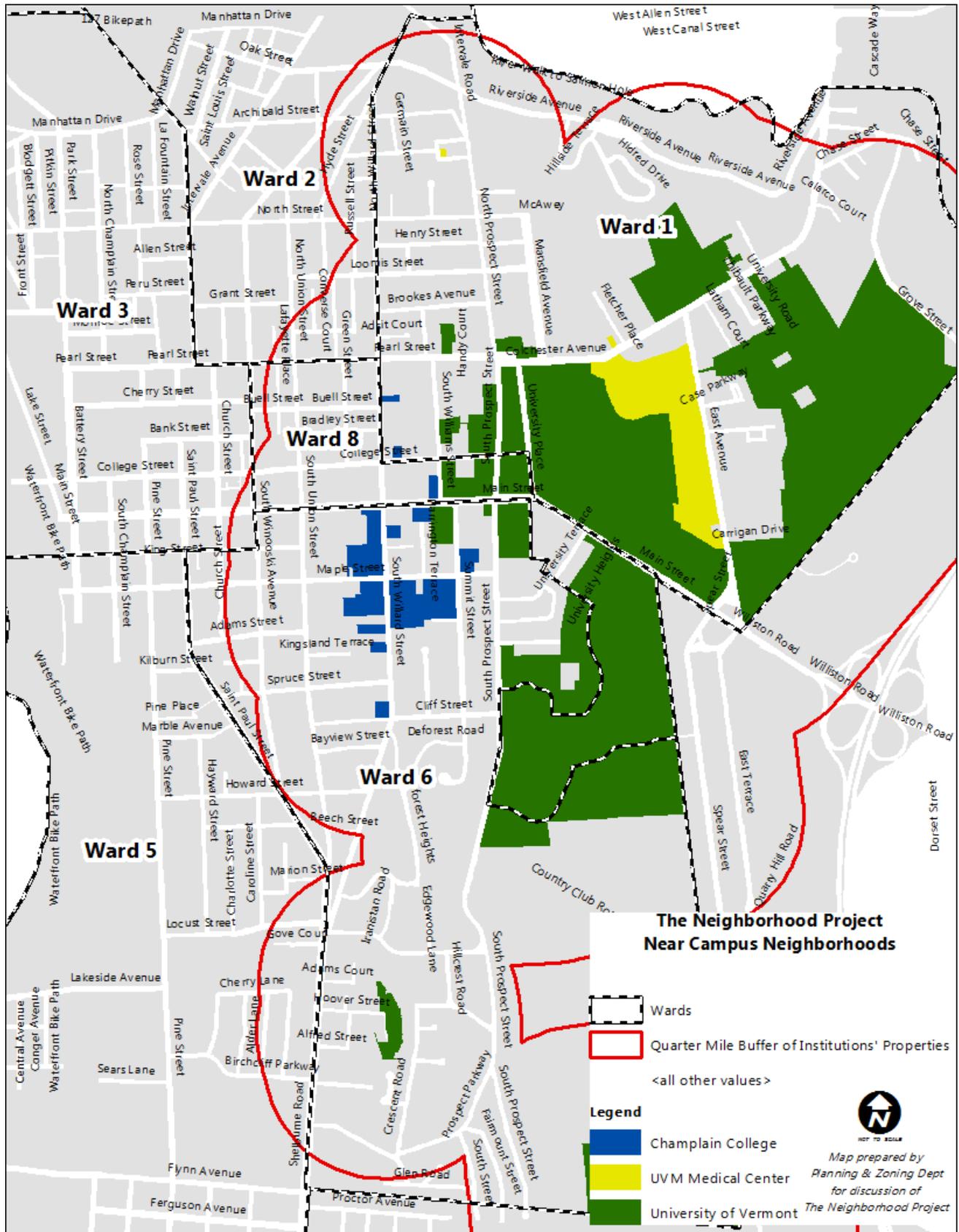
- March 2017: Issue Request for Proposals
- April 2017: Proposals Due
- May 2017: Consultants under contract; first meeting with partners
- October 2017: Draft strategic and funding plan Due for review by partners
- December 2017: Final Deliverables Due to the City

7. CONTACT PERSON

All questions related to this Request for Proposals, and submission of all electronic or hardcopy proposals shall be directed to the attention of:

Gillian Nanton, Asst. Director of Sustainability, Housing and Economic Development
Community & Economic Development Office, City of Burlington
149 Church Street
Burlington, VT 05401
gnanton@burlingtonvt.gov
802-865-7179

APPENDIX A- Map of Institutional Properties and City Wards



APPENDIX B: Model Neighborhood Stabilization Programs in University Communities

Purchasing & Reselling Single Family Homes

<p>UniverCity Neighborhood Partnershipⁱⁱ Iowa City, IA</p>	<p>City of Iowa City, University of Iowa</p>	<p>Goals:</p> <ul style="list-style-type: none"> • Preserve & build upon character of residential neighborhoods adjacent to downtown and campus • Ensure neighborhoods remain vital, safe, affordable and attractive
<p>With special financing from local lenders, City purchases rental homes in designated districts, funds up to \$50,000 in renovations, and resells as affordable, owner-occupied homes. Buyers must be income qualified.</p>		<p>City's Community Development Division administers program, covers the cost of renovations. Homebuyer pays original purchase price plus City's carrying costs.</p>
<p>Homestead Investment Programⁱⁱⁱ State College, PA</p>	<p>State College Redevelopment Authority</p>	<p>Goals:</p> <ul style="list-style-type: none"> • Advance homeownership opportunities in near-campus neighborhoods • Maintain safe, stable, attractive neighborhoods
<p>Redevelopment Authority uses a \$5M line of credit to purchase homes in the target area that are, or are eligible to become, Registered Student Homes, or on blocks transitioning to primarily renter-occupied. Homes are resold with no income restrictions, after Student Home license has been forfeited and a covenant requiring owner occupancy has been placed on the deed.</p>		<p>Authority's staff administers program with assistance from local realtors; City's General Fund covers carrying costs, difference in value between market rate for Student Home and owner-occupied residence (based on purchase/resale values).</p>
<p>Addressing Housing Affordability in University Communities</p>		
<p>Community Housing Development Fund^{iv} Ithaca, NY</p>	<p>Thompkins County, City of Ithaca, Cornell University</p>	<p>Goals:</p> <ul style="list-style-type: none"> • Help communities/organizations respond to diverse affordable housing needs of County • Expand permanently affordable rental and owner-occupied housing throughout the County
<p>Grants of up to \$400,000 awarded for residential and mixed-use real estate development/rehabilitation projects to cover land purchase, construction, and other hard costs in order to reduce the price of non-student, permanently affordable owner and renter-occupied units.</p>		<p>Cornel provides \$200,000, City \$100,000 and County \$100,000 annually for the Fund. County Planning Department administers program.</p>
<p>Improving Diversity/Quality of Student Housing</p>		
<p>Preserving the Neighborhood^v Lancaster, PA</p>	<p>Franklin & Marshall College, Private Developers & Banks</p>	<p>Goals:</p> <ul style="list-style-type: none"> • House 95% students in on/off campus student housing • Improve quality of off-campus living conditions for students • Address neighborhood concerns about housing quality, trash, noise, behavior
<p>College required all students to live in "approved" housing; required landlord participation. College established three private partnerships; developers provided 750 beds: 15% in adapted warehouse, 52% in new construction near campus, and 32% in renovated student residential properties.</p>		<p>Private investor, working with City, banks and college, invested \$17M to purchase student rentals, rehab; private investor makes improvements and owns and operates asset until neighborhood stabilized; asset sold with deed restriction for future occupancy, after agreed time period.</p>

Employer Assisted Housing Programs		
University of Chicago Employer Assisted Housing Program^{vi} (EAHP) Chicago, IL	University of Chicago, University of Chicago Medicine	Goals: <ul style="list-style-type: none"> • Attract and retain talent for University by relieving burden of housing costs; reduce employee commute • Improve safety and increase investment in neighborhood surrounding campus
University provides \$2,500-10,000 loan for down payment assistance for employees earning less than 120% AMI and purchasing a home in focus area or surrounding neighborhoods. Loan is forgivable after 5 years continued employment. Also provide up to \$2,400 annually in rental assistance within focus area.		Administration and funding details not immediately available.
University District Homeownership Incentive Program^{vii} (EAHP) Columbus, OH	Campus Partners for Community Urban Redevelopment (Non-profit partnership of Ohio State University & City of Columbus)	Goals: <ul style="list-style-type: none"> • Increase level of homeownership in the University District • Assist with the continuing revitalization of the University District neighborhoods
University provides \$6,000 forgivable loan for down payment assistance for employees (no income restriction) purchasing a home in one of two incentive areas.		Administered by Campus Partners. Ohio State University commitment of \$500,000 for loans in two incentive areas.
Improving Neighbor-to-Nighbor Relationships & Community Participation		
Neighborhood Initiatives-Community Coalition^{viii} Burlington, VT	UVM Office of Student & Community Relations	Goals: <ul style="list-style-type: none"> • Provide services to students to ensure successful experiences as citizens and renters • Discuss neighborhood concerns • Identify opportunities to develop community, take action that will result in systemic change
OSCR, along with university and community partners, host many activities to educate student residents, and improve quality of life in neighborhoods. Examples include the Isham Street Gardening and Other Optimistic Doings (ISGOOD) and the UVM Mapping Group.		Resources and staffing for these initiatives provided by UVM OCSR, Student Government Association, and other community partners, including City of Burlington Departments.
Living In One Neighborhood (LION)^{ix} State College, PA	Office of Community Engagement (Partnership between Borough of State College & Penn State University Office of Student Affairs)	Goals: <ul style="list-style-type: none"> • Foster activity that promotes safe, stable and attractive neighborhoods (particularly near-campus) • Strengthen a sense of community for all residents
Engage community, university and neighborhood partners in activities such as the LION Walk, LION Bash, community conversations, and "F8" program to track violations through fall semester.		Programs administered by Office of Community Engagement, which is funded jointly by the Borough of State College and Penn State University. Many programs include extensive volunteer resources and help of community partners.

APPENDIX C: Summary of Partners Meeting

The Neighborhood Project

April 27, 2016

The purpose of this document is to summarize the partners' input on aspects of neighborhood stabilization programs, and affirm an overall direction for the scope of work for the RFP for The Neighborhood Project.

What are the most important neighborhood quality of life concerns that the City and its partners hope to address/alleviate through The Neighborhood Project?

Overall, comments shared during the meeting indicated that The Neighborhood Project should look at both short and long term strategies for addressing two key concerns in near-campus neighborhoods:

- Restore balance. These neighborhoods should be places where there are balanced opportunities for students and long-term residents to find appropriate housing, and for both rental and ownership housing choices. These neighborhoods should be desirable, accessible places to live for the professionals who work for institutions and other employers in our community.
- Improve quality of housing stock. Homeowners and rental property owners should be encouraged to, and held accountable for, maintaining quality housing. This housing should meet the needs of a wide range of neighborhood residents.
- Address the interim. Address issues and support initiatives around quality-of-life during the transition from implementation of short-term actions to long-term neighborhood stabilization.

What are the geographic areas of the City which The Neighborhood Project should consider?

Generally, The Neighborhood Project should consider strategies that could be utilized in Wards 1, 2, 6, and 8. Additional benchmarks to identify more targeted areas within these wards may be desired/necessary in order to meet the project goals.

What financial/strategic commitments of neighborhood stabilization programs should the City and its partners consider in order to achieve the goals of The Neighborhood Project?

As a toolkit of strategies for neighborhood stabilization, there was consensus that The Project should consider a full range of options, with a particular emphasis on:

- a. Tools/policies that hold bad landlords accountable and recognize/reward good landlords
- b. Programs or incentives for landlords, developers to improve/maintain quality housing stock and provide an appropriate mix of housing units to meet the needs of a range of residents
- c. "Free" tools such as improved application/enforcement of existing ordinances regarding maintenance, rental housing code

- d. Regulations that will allow both incremental increases in neighborhood density (accessory units), as well as projects that create more significant numbers of units to address community-wide housing needs
- e. Revolving Loan funds or Employer Assisted Housing programs

A sustainable funding strategy will be key to the success of The Neighborhood Project, and funding plans should include not only local funding, but state/federal sources, support from institutions and other employers/organizations in the community, private property owners/developers and grants. Finally, it was generally agreed upon that while the institutions should be committed financially and/or strategically to the neighborhood stabilization tools that are ultimately recommended, there is not support for a model in which institutions own property in the neighborhoods.

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APPENDIX D: Community Coalition & University/City Initiatives

The University of Vermont's Local Government and Community Relations Office mission is to connect the campus and local community and support proactive, collaborative initiatives to address shared challenges and opportunities. The office has engaged with the City for a number of years around neighborhood quality of life improvements as well as its annual payment for services. Below is a snapshot of university and city initiatives; for more information about these programs, please visit:

http://www.uvm.edu/urel/local_government_and_community_relations

The Community Coalition is a diverse group of UVM students and administrators, Champlain College administrators, City Hall Staff, City Councilors, police, neighborhood representatives, and landlords who meet regularly to create ideas and programs designed to build community and facilitate positive interaction between the university's students and city residents. The Coalition is an initiative of UVM's Student Government Association, and meetings are open to all. For a full list of City/University initiatives see: http://www.uvm.edu/sites/default/files/University_City%20Initiatives_Fall%202016_0.pdf

The Quality of Life Partnership engages City of Burlington residents and staff, and Champlain College and University of Vermont staff in efforts to address quality of life in near-campus neighborhoods. This includes a combination of off-campus student education/outreach, data collection and analysis, and other contributions, such as funding for expanded police department presence in neighborhoods. In the last several years, this partnership has documented an increase in officer-initiated calls due to increased officer presence and improved relationships with residents; decreased calls to identified problem properties due to expanded outreach to landlords and residents; and steady volume of alcohol violations due to strategic enforcement.

Housing Programs are offered by the Office of Student and Community Relations annually and engage off-campus students living in neighborhoods, as well as landlords/property owners, community residents. Some of these programs include off-campus living workshops, visits to problem properties, welcome-bag canvassing, conflict resolution services, landlord workshops, and a student-neighborhood liaison program.

APPENDIX E: BACKGROUND DOCUMENTS & REFERENCES

[City of Burlington Municipal Development Plan](#) (2014)

[City of Burlington. Housing Action Plan](#). Burlington, VT (2015)

[Evaluation of the City of Burlington's Inclusionary Zoning Ordinance](#) (Jan 2017)

[Burlington Downtown Housing Strategy Report](#). HR&A Advisors, 2014.

[planBTV Downtown & Waterfront Master Plan](#) (2013)

ⁱ https://www.burlingtonvt.gov/sites/default/files/CEDO/About_Us/Housing%20Action%20Plan.pdf

ⁱⁱ <https://www.icgov.org/UniverCity>

ⁱⁱⁱ <http://www.statecollegepa.us/index.aspx?NID=2750>

^{iv} <http://www.tompkinscountyny.gov/planning/housing-choices-housing-fund>

^v <http://www.silverhall.net/dl/NACUBO.pdf>

^{vi} http://humanresources.uchicago.edu/benefits/retirefinancial/EAHP_6-Panel_Bro_FINAL_10-2-14_OnLine%203.4.15.pdf

^{vii} <http://campuspartners.osu.edu/HOI%20Program%20Summary%20WEB%20REVISED%20FEB%202015.pdf>

^{viii} <https://www.uvm.edu/~oscr/?Page=communitycoalition.html>

^{ix} <http://www.statecollegepa.us/index.aspx?NID=1902>