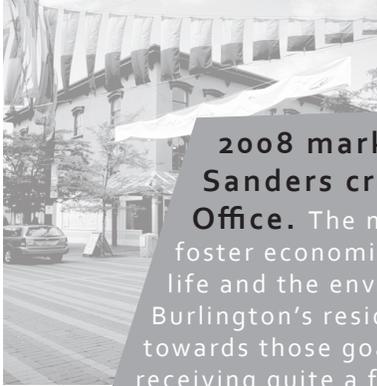


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## Why This Booklet?

2008 marked the 25th anniversary since Mayor Bernie Sanders created the **Community & Economic Development Office**. The newly established office had an unusually broad mission: to foster economic vitality; preserve and enhance neighborhoods, quality of life and the environment; and promote equity and opportunity for all of Burlington's residents. Over the past 27 years, CEDO has worked diligently towards those goals; accomplishing much, suffering some setbacks, and receiving quite a few accolades along the way. In fact, in the field of community and economic development, CEDO is often offered as a model of how an engaged municipal government can play an active role in helping create and foster a healthy and vibrant local economy. In recent years, it has been repeatedly suggested that CEDO 'write its story' to be used as a teaching aid and promotional tool, as well as a guide for other city governments. This booklet is a first step toward that goal. It is a chronicle of major economic development efforts, highlighting a handful of particular programs and projects as well as some of the many awards that have been received. Included are sections containing Five-Year Goals, Priorities and Lessons Learned over 27 years. It is by no means the entire story, as this booklet only focuses on CEDO's economic development efforts.

## What Is CEDO?

In support of its mission, CEDO works in partnership with citizens, the public and private sector, and other city departments to strengthen the quality of life in Burlington's neighborhoods, preserve and develop decent, safe and affordable housing opportunities; maintain and improve the vitality of Downtown, the Pine Street area and neighborhood business districts; encourage a thriving small business sector;

foster job growth and employment opportunities; increase civic engagement and citizen participation; support the delivery of human services; and revitalize Burlington's waterfront. CEDO has developed an extensive reach into the community and has partnered with most of the non-profit organizations operating in the City. CEDO is funded through federal and State grants, and through the Housing Trust Fund.



CEDO's Economic Development Division distributes an international, award-winning business guide; maintains an available commercial space database; and provides free individualized technical, financial, and location assistance. Economic development efforts also include targeted assistance to employers who provide livable wage jobs, to small businesses and microenterprises, and to businesses that play a key role in the City's vitality.

CEDO was founded, and continues to operate, on some bedrock community and economic development principles:

- Encourage economic self-sufficiency through local ownership and the maximum use of local resources.
- Equalize the benefits and burdens of growth.
- Leverage and recycle scarce public funds.
- Protect and preserve fragile environmental resources.
- Ensure full participation by populations normally excluded from the political and economic mainstream.

- Nurture a robust "third sector" of private, non-profit organizations capable of working in concert with government to deliver essential services.

Since its creation, CEDO has been divided into

three functional divisions that address economic, housing, and community issues (the community development division is now known as the Center for Community and Neighborhoods).

### ***CEDO's Economic Development Division***

CEDO is Burlington's hub for information and assistance for all things business. At your service are people experienced in business and in navigating your government. Whether you need help with the permitting process, forms to file, gap financing, assessing the region's resources, or simply want to discuss your plans, CEDO is here to help.

The Economic Development Division offers a wide array of services including:

- Business Planning Counseling
- Commercial Space Database
- Business Loans
- Tax Incentives
- Guide to Doing Business in Burlington
- Chittenden County Resource Guide

# Timeline of Economic Efforts and Selected CEDO Awards

## 1983

- CEDO founded.
- Applied for Urban Development Action Grants (UDAG):
  - The Maltex Building: \$675,000 helped restore the vacant 40,000 sq. ft. building on Pine St. which was completed in 1985 and later incubated Dealer.com and Lake Champlain Chocolates.
  - The Wells-Richardson Building: \$300,000 helped renovate the 18,300 sq. ft. building on College St. which was completed in 1984.
  - The Holloway Block Project: \$215,000 in grants helped revamp this block near Battery and Main Streets which contained some of the oldest buildings in Burlington, creating 6,000 sq. ft. of office space.
- Worked with FM Burlington, the City's largest property taxpayer, on \$25 million plans to construct a major department store, expand Burlington Square Mall and the Radisson Hotel, and provide parking with a \$4 million UDAG to be completed in 1985.

Located at 125 College St., the Wells-Richardson building was constructed in 1883 and is on the National Register of Historic Places. A former drug manufacturing company and law firm, the building now contains CEDO's Community Justice Center offices.



## 1984

- E-Z Access Program (grants to businesses for wheelchair modifications) launched.
- Burlington Revolving Loan Program for business begins awarding loans through CEDO.
- Supported Alden Waterfront Project for mixed-use development of public open space, boathouse, bike path, museum, children's center, visitor information, and housing. Also enabled citizen participation and tracked public opinion.
- Created Old North End Redevelopment strategy offering over 80 small business and housing improvement loans and grants and supported a new Community Police Program.
- Published *Jobs and People: A Strategic Analysis of the Greater Burlington Economy*, a 25-year blueprint for CEDO's Economic Development programs.
- CEDO funding launched the non-profit Burlington Youth Employment Program (BYEP) providing training for disadvantaged youth.

The Burlington Revolving Loan Program combines the resources of borrowers, local banks, and CEDO's Small Business Loan Fund to provide financial support for small businesses. Since the beginning of this program, CEDO has made loans to more than 140 businesses totaling over \$10 million.

## 1985

The \$25 million FM Burlington Project expanded the Radisson Hotel by 57 rooms; added an additional 10,000 sq. ft. of retail within the Burlington Square Mall; constructed a parking garage; and opened Porteous, a new, major 70,000 sq. ft. department store with \$4 million from the UDAG program.



- The Vermont Energy Investment Corporation, established to help businesses, landlords and tenants meet energy efficiency goals, was originally formed with CEDO staff and funding assistance from BHA and VHFA. VEIC currently employs 160 people.
- South End Arts & Business Association formed with financial and technical assistance from CEDO.
- Received a \$1.6 million Urban Development Action Grant distributed as loans to the Maltex Building on Pine St. for incubator space as well as the downtown Park Plaza and Wells-Richardson Building projects.
- City of Burlington establishes Tax Increment Financing District to spur development and help pay for future public improvements on the waterfront.

# Highlights: The Pine Street Renaissance

One of the larger projects that CEDO has coordinated over its history has been the revitalization of the South End of Burlington, primarily focusing on the Pine Street area. Beginning in 1985, CEDO's assistance has focused on two key elements.

## 1. Incubators such as the Maltex Building

CEDO utilized the Urban Development Action Grant (UDAG) program to renovate the Maltex Building into an incubator which could house a number of small businesses. CEDO continued to support the redevelopment of 392,601 sq. ft. of vacant or underutilized buildings into incubator buildings in the area in the late 1980s, including the old Soda Plant at 266 Pine St. (using industrial revenue bonds), the Vermont Maid Maple Syrup building (using the Burlington Revolving Loan Program), Flynn Dog at 208 Flynn Ave., the Howard Space Center, and the Kilburn and Gates building.

## 2. The South End Arts + Business Association (SEABA)

Originally known as the Greater Pine Street Business Association, CEDO and State Representative, Bill Mares, began this group in 1985 with 30 local business owners and artists to promote and develop Burlington's creative economy. Today, the group represents over 100 businesses and nearly 300 local artists from the South End of Burlington.

One of SEABA's primary events, The South End Art Hop, is Vermont's largest and most attended visual arts festival. Each year, 30,000 people visit over 100 sites in Burlington's South End, where over 700 artists display their work.



south end arts + business association



# 1986

- STEP-UP for Women (now called Vermont Works for Women), created and funded by CEDO, is a program that trains women for non-traditional careers that pay a livable wage.
- City mandated that 10% of the construction jobs for publicly funded construction projects over \$50,000 be held by women.
- Completed the \$25 million FM Burlington project in downtown.
- Burlington Local Ownership Project, created out of the recommendations of the original Jobs and People report, gave preference to locally and employee-owned businesses and pursued job creation strategies for women, minorities, youth, and people from low-income backgrounds.
- Gardener's Supply locates in Burlington and begins a community-wide effort to clean up and revitalize the Intervale with technical assistance from CEDO. Gardener's Supply is employee-owned and currently employs over 250 people.
- CEDO organized the "Downtown Summit" to enhance the viability of the Central Business District by promoting the Marketplace through capital improvements, fairer fees and more parking availability.

## **CEDO AWARDS:**

- "Certificate of National Merit" awarded to CEDO for the Village at Northshore and Howe Meadow - by the U.S. Department of Housing and Urban Development for its model efforts as a public/private partnership.

Gardener's Supply's efforts on behalf of the Intervale, a 700-acre floodplain that had become a dumping ground during the mid - 1990s, transformed the area. The Intervale Center, a non-profit founded by Gardener's Supply, helped to create Intervale Compost Products, continues to support local farms that produce over 1,000,000 lbs. of food for the community, and employs approximately 100 people.



# 1987

- CEDO and the Chamber of Commerce launched the Burlington Vermont Convention Bureau with a \$25,000 city appropriation.
- CEDO received \$1.66 million Urban Development Action Grant (UDAG) to assist in the financing of a downtown supermarket.
- CEDO conceived of and was a major sponsor, along with the Small Business Development Center and the State of Vermont, of the Vermont Innovation Summit, helping local companies obtain Small Business Innovation Research Grants.
- Developed Vermont Products Innovation Network with UVM.
- Transportation and Parking Council, staffed by CEDO, created to develop recommendations to improve parking supply and management.
- The long vacant Strong Lot on Main Street was developed by Ray Pecor, with CEDO support, into Courthouse Plaza, a 6-story office building with three decks of parking.
- CEDO-drafted state legislation provided legal certainty to worker co-ops and financial incentives for incubators.

## **CEDO AWARDS:**

- National Award for Outstanding Leadership in Citizen Volunteerism - U.S. Conference of Mayors
- National Award for Outstanding Leadership in Development for Burlington's local ownership development efforts - U.S. Conference of Mayors

The convention and meeting industry is vital to the economy of Burlington. A division of the Lake Champlain Regional Chamber of Commerce, the Vermont Convention Bureau has been responsible for bringing more than \$39 million in meeting and convention business to Vermont's economy since its inception in 1987.

(For more information, see: <http://www.vermont.org>)



# 1988

- CEDO managed development of the Community Boathouse and 7.5 mile bike path along Burlington's waterfront.
- Women's Small Business Program established in collaboration with Trinity College and supported annually with CDBG funds.
- Received \$2 million Urban Development Action Grant (UDAG) to develop the Corporate Plaza Project, developing an 80,000 sq. ft. office building, creating a 325-space parking garage, and retaining Key Bank downtown.
- CEDO developed Minority Business Assistance Program using a \$75,000 U.S. Small Business Administration Grant.
- Assisted in redevelopment of the 105,000 sq. ft. incubator space at the former Lane Press headquarters, now called the Kilburn and Gates Building, located on Pine Street.
- Created Chittenden County Roundtable, allowing for discussion between Economic Development Managers, Town Managers, and Planning and Zoning Directors.
- Greg Noonan's 1986 book, *Brewing Lager Beer*, helped break open the microbrewing industry in the U.S. In 1988, Noonan and his partner, Steve Polewacyk, opened Vermont's first brew pub called Vermont Pub & Brewery in Burlington with CEDO support.
- CEDO-sponsored conference on Export Marketing leads six local businesses to begin exporting to Canada.

## **CEDO AWARDS:**

- Citation Award for the Burlington Urban Design Study - *Progressive Architecture Magazine*

The Minority Assistance Program (MAP) provides technical help to disadvantaged businesses, including a resource library, seminars, referrals, and the Minority Business Forum. Supported by a U.S. Small Business Administration Grant, MAP has raised awareness of the minority business population and the challenges these businesses face.



# 1989

The Community Banking Council is composed of area banks, CEDO staff, and representatives of various non-profit organizations. The Council works to identify and respond to unmet credit needs and to promote community reinvestment. This takes the form of individual bank programs, cooperative activity, including public-private partnerships, support for the Vermont Development Credit Union (now known as Opportunities Credit Union), and educational programs to provide information necessary for more widespread access to credit.



- *Jobs and People II* commissioned by CEDO and presented to the Governor's Commission on the Economic Future of Vermont.
- Burlington Community Banking Council created and staffed by CEDO.
- CEDO commissioned a Credit Needs Assessment of the community to determine the extent of unmet credit needs and evaluate banks' performance with regard to criteria established by the Community Reinvestment Act. Assessment was completed by UVM professor and current City Councilor Jane Knodell.
- Worked with UVM's Church St. Center in developing dozens of courses for the business community.
- CEDO and the City Attorney helped convince state regulators of the potential adverse social, environmental, and economic impacts of the proposed Pyramid Mall in Williston. After a 17-year effort, Pyramid Mall agreed not to build a department store greater than 50,000 sq. ft. and to build a series of buildings around a town square instead of a typical mall.

#### **CEDO AWARDS:**

- Excellence on the Waterfront Honor Award - The Waterfront Center
- National League of Cities and Towns, Innovations Award for Job Training and Development, Women's Economic Opportunity Program

# 1990

- Waterfront Revitalization Plan drafted and approved by voters.
- \$11.2 million Energy Conservation Bond issued.
- Worked with Merrill Lynch to relocate within downtown Burlington and with Onion River Co-op to expand to a larger facility in the Old North End.
- CEDO conceptualized a project to renovate 294 North Winooski Ave. (former Fassetts Bakery Building) creating 25,000 sq. ft. of incubator space for small businesses and helped obtain VEDA (Vermont Economic Development Authority) financing. This project housed Microstrain, a business that originated through research at UVM and now employs 40 people.
- CEDO helped organize four annual Alternative Career Forums with area colleges and Vermont Student Assistance Center. Over 600 people attended annually with a goal of encouraging people to choose careers in the non-profit and socially-responsible business fields.
- CEDO report on the local impacts of military cutbacks leads to the creation of a Manufacturing Task Force with the Chamber to attract new manufacturing jobs.

## **CEDO AWARDS:**

- Special Appreciation Award - Downtown Burlington Development Association

After a number of proposals to revive the waterfront in the 1970s and 1980s were not fully successful, the Waterfront Revitalization Plan, containing 13 project elements, was approved by voters and begun.



Early 20th century view  
from Battery Park



View from the 1970s



A current view of the Waterfront

# Highlights: The Waterfront

The revitalization of the Burlington Waterfront is an extensive, ongoing project that continues today. CEDO has played many roles in this process, obtaining federal and state tax incentives and grants as well as providing technical assistance for the many projects which have been undertaken since before the organization began.

Three private plans to develop the waterfront were initiated during the 1970s and 1980s, but were not completed for various reasons. However, in 1990 the Urban Renewal Plan for the Waterfront Revitalization District was adopted. This plan, along with the 1991 purchase of the Urban Waterfront Reserve from Central Vermont Railway to create Waterfront Park, has been the backbone of the modern redevelopment effort.

## Major Developments

- The Community Boathouse and Bike Path were completed in 1988, providing greater public access to the waterfront. The Boathouse has received an Excellence on the Waterfront Award from the Waterfront Center, and both projects have become Burlington icons.
- The Leahy Center for Lake Champlain, also known as the ECHO Center, opened originally in 1995 and expanded in 2001. The Center now brings together scientists researching the lake and visitors learning about its ecology, culture, and history.
- The \$13.5 million, 62,726 sq. ft. Lake and College project, developed by Main Street Landing Company, opened in 2005, is an example of the dense, mixed-use development that has taken place more recently on the waterfront. This project was supported with a \$10 million Renewal Community Commercial Revitalization Deduction and financial support from the Vermont Downtown Program.



# 1991

- Waterfront Urban Reserve purchased and Waterfront Park created.
- Relocation of the Naval Reserve began with commitment of \$2.5 million of federal funding.
- Linked Deposit Program established, awarding city accounts to local banks on behalf of their community reinvestment activities.
- Recycle North founded and supported annually with CDBG funding.
- CEDO-drafted mandatory recycling ordinance passed by City Council resulting in over \$400,000 in state grants for capital equipment.
- Vermont Businesses for Social Responsibility established with CEDO staff assistance and funding.
- In cooperation with the Downtown Burlington Development Association and the Church Street Marketplace, CEDO organized and staffed the Downtown Partnership which developed comprehensive recommendations to improve downtown.

## **CEDO AWARDS:**

- Finalist: Innovations in State & Local Government: Housing Programs - Ford Foundation / JFK School of Government

The Vermont Businesses for Social Responsibility works to strengthen the social and environmental infrastructure in Vermont by creating a strong climate for sustainable business growth. This organization was the first of its kind in the nation and today has over 1,200 members employing more than 30,000 Vermonters.



# 1992

- CEDO's VISTA Program initiated, bringing 20-40 staff annually to community organizations.
- CEDO's Micro-Enterprise Program launched, providing information, referral, technical business assistance, and loan program services to 300 very small businesses annually.
- 69,000 sq. ft. Burton Snowboards world headquarters and 27,000 sq. ft. Rhino Foods operation moved to Burlington Industrial Park (in former buildings of General Electric - a defense contractor) with financial and technical assistance from CEDO and Greater Burlington Industrial Corporation.
- Worked with the State of Vermont to locate the Department of Health Headquarters in a new 110,000 sq. ft. building in downtown, creating 200 construction jobs and maintaining 200 health department workers.
- Convinced State to locate a new 80,000 sq. ft. Chittenden County Courthouse adjacent to present courthouse downtown.
- Provided Frog Hollow financial and technical assistance in locating new store on Church Street, offering 15 new Burlington craftspeople a retail outlet.
- Co-sponsored conference with Downtown Business Development Association on Americans with Disabilities Act.
- Worked with Parks Department to secure a grant from the Small Business Administration to plant new trees in downtown.

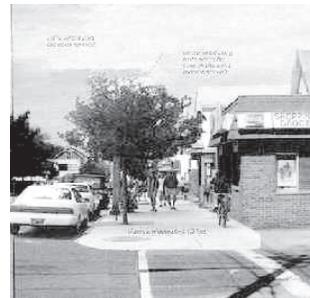
# 1993

- Supported the new \$2 million Coast Guard Station and installed 30 boat slips.
- Developed and distributed a New Business Location package including a new logo for economic development.
- CEDO funding helped restore a King Street neighborhood grocery and provided a training grant to Recycle North to provide employment skills to homeless people.
- Residential Improvement Program completed 10 grants in the Old North End. The Facade Improvement Program also provided funding to help restore commercial properties on lower North Street.
- Secured long-term lease for and renovations to City Hall Park to accommodate an expanded Farmers Market. This is currently Vermont's largest Farmers Market.

## **CEDO AWARDS:**

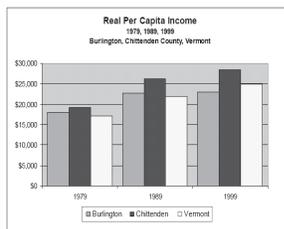
- Citation Award - Northern New England Tradeswomen

Each year CEDO provides financial and technical assistance to many small businesses such as the King Street neighborhood grocery. In 1993, CEDO provided assistance to over 79 small businesses, creating or retaining 54 jobs.



# 1994

The 'Jobs and People' reports look at the composition of Burlington's economy to create policy proposals that can improve the region's economy. These reports are compiled every five or ten years and serve as a blueprint for the more detailed Economic Development Plans. The latest report, *Jobs and People IV*, is currently underway.



- Former JC Penney's building rehabilitated into a combination 63,000 sq. ft downtown bookstore and office building with CEDO's financial and technical assistance.
- Secured funding to close top block of Church Street to automobile traffic and to renovate and expand the Church Street Marketplace.
- Howard Bank moved 60 employees back to downtown from Williston.
- State Courthouse opened on Cherry Street with CEDO support.
- Vermont Expos baseball team brought to Burlington through CEDO, downtown business, and community efforts.
- Peer lending established, loaning \$160,000 to 68 businesses.
- *Jobs and People III: Towards a Sustainable Future* published.
- Vermont Downtown Program created with CEDO support, providing grants, loans, and tax credits to eligible downtown projects statewide.
- CEDO provided grant to Old North End Credit Union (now called Opportunities Credit Union) which enabled them to move to a larger facility.
- CEDO helped develop the Climate Action Plan for the City.

# 1995

- Burlington Neighborhood Project created providing grants for neighborhood-initiated community projects.
- Enterprise Community Designation established; \$3 million to the Old North End.
- Citywide AmeriCorps\*VISTA Program created.
- Magic Hat Brewery opened in South End with financial and technical support from CEDO.
- Vermont Sustainable Jobs Fund, conceived by and developed with CEDO and Vermont Businesses for Social Responsibility support, receives a \$250,000 annual appropriation from the Vermont State Legislature.
- Worked with Key Bank and UVM Business School to establish business community program.
- Sponsored Job and Education Fair and Banking Council Conference.
- CEDO funded the pre-development of a new building in the South End on Briggs Street which is now the home of Petra Cliffs Climbing Center.

The Enterprise Community Designation developed under a new federal program to rebuild America's inner-city neighborhoods. Benefits for the designated locations include \$3 million for 76 different projects and a 10-year preference for many domestic federal funding programs.



# Highlights: Energy Efficiency Policy

CEDO's Economic Development Division has a long history in advocacy and policy work that is exemplified in its efforts on behalf of energy efficiency. CEDO helped to create the Vermont Energy Investment Corporation (VEIC) in 1985 and also wrote a grant to obtain the first recycling trucks in Burlington and promote free recycling.

In 1990, CEDO worked with the community to investigate creating an \$11.2 million bond to pay for energy efficiency programs rather than buying more electricity from Hydro-Quebec. Voters ultimately approved this bond, allowing Burlington to keep its electrical demands relatively flat for twenty years. The investment has paid off, allowing Burlington to keep \$10.1 million in the local economy in 2009 alone. This number has continued to increase as new efficiency measures are installed.

CEDO continues to provide resources to companies and work with organizations including the Burlington Electric Department, helping companies become more energy efficient and lower their costs.



# 1996

- Brownfields Program launched by CEDO with a \$200,000 EPA grant.
- Pratt & Whitney 40,000 sq. ft. building and 15,400 sq. ft. Avitron building allowed companies to locate in Airport Industrial Park with financial assistance from BCDC (Burlington Community Development Corporation) and technical support through CEDO and the Airport.
- Surveyed 500 local businesses, with Saint Michael's College, to better understand how economic conditions and public policies impact them.
- Began collaborative technical assistance for the Micro-enterprise program to target specific neighborhoods and market sectors.
- Worked with Lake Champlain Regional Chamber of Commerce to establish the School to Work Initiative, securing \$87,000 in funding to begin and operate the program. The program is now known as Linking Learning to Life and operates throughout Vermont.
- Collaborated with Burlington Electric, UVM, the Intervale Center, and Gardener's Supply to develop a plan for an Eco-Industrial Park near the McNeil Station, a 50-megawatt wood chip fired power plant.
- Good News Garage, a program providing affordable vehicles to individuals living in poverty who need reliable transportation, began with CEDO assistance.

Brownfields occur when a site is found to be contaminated at levels considered hazardous to human health and/or the environment and are commonly discovered during real estate transactions. Burlington's Brownfields Program has been granted over \$700,000 by the EPA, cleaned up over 30 sites, and has been named a Showcase Community Finalist twice.



## 1997

- Time of Sale Energy Efficiency Ordinance passed, requiring new owners of multi-unit residential properties to bring their buildings up to energy efficiency standards within 12 months.
- Rose Street Artist Co-op (12 units), a former bakery, developed by the Burlington Community Land Trust in the Old North End with financial and technical support from CEDO including funding from the Enterprise Community program and general city funds.
- \$5.4 million Section 108 loan guarantee funds secured from HUD for economic development, affordable housing, and public infrastructure.
- Assisted Vermont Transit Lines in their relocation to a vacant building on Pine Street.
- Assisted in expansion of Gregory's Supply and All Season Kitchens.
- Vermont Probation and Parole offices were relocated to Burlington.
- Using HUD Section 108 funds, CEDO provided \$1 million to reconstruct Lake Street, upgrade shower facilities at the boathouse, and stabilize the vacant Moran Plant located on the Waterfront.

## 1998

- Filene's parking garage project secured \$1 million EDA grant funds as well as \$2.5 million in State Downtown funds.
- Secured approval for a \$1.02 million dollar grant from the Economic Development Administration for the Riverside Eco-Industrial Park.
- Collaborated with local employers, Lake Champlain Workforce Investment Board, State Depts., and Recycle North to design and submit a comprehensive Welfare-to-Work service sector training proposal.
- Supported Redevelopment of former Hood Building into mixed-use facility on South Winooski Avenue.

## 1998 (cont.)

### **CEDO AWARDS:**

- Best Practice Award: CDBG Advisory Board - U.S. Department of Housing and Urban Development (HUD)

## 1999

- Vacant Buildings Ordinance passed, providing incentives to develop vacant buildings. Since this ordinance, the number of vacant buildings has decreased from 39 to 30.
- Park Place Co-op built for \$5.2 million, creating 34 units and 17,000 sq. ft. of commercial space in downtown with CEDO's financial and technical support.
- Community Outreach Partnership Project (with UVM, CEDO, and other organizations) created for three years to bolster local economy with \$1.4 million grant secured from HUD.
- Lake Champlain Chocolates expands into 25,000 sq. ft. building at 750 Pine Street with technical and financial support from CEDO.
- Business Refugee Resource Guide published by CEDO.
- Champlain Valley NetWork created, a website providing information about entry-level jobs, opportunities for advancement, and other resources collaborating with VT. Dept. of Employment and Training, Lake Champlain Region Workforce Investment Board, and Cyberskills Vermont.
- Associates in Rural Development, the largest international consulting firm based in Vermont, expands onto Church Street with CEDO assistance. The staff has grown from 65 to over 120.
- CEDO loaned \$400,000 in a CDBG Interim Float Loan to Burlington Community Land Trust for the redevelopment of the former Vermont Transit Bus Barns into a mixed-use redevelopment at the gateway to the Old North End.

### **CEDO AWARDS:**

- Best Practice Award: McClure Multi-Generational Center - HUD

## 2000

- CEDO completed new Consolidated Economic Plan.
- Filene's 150,000 sq. ft. Department Store opened.
- Specialty Filaments retained on Pine Street (200 manufacturing jobs).
- Fresh Connections (home meal replacement manufacturer) stabilized and expanded with CEDO financial and technical assistance.
- Select Design (marketing services company) relocates in South End in 60,000 sq. ft. building with technical support from CEDO.
- CEDO provided financial and technical support for the transition to and creation of 31,000 sq. ft. City Market downtown grocery store for \$3.9 million.
- Enabled expansion and retention of Architectural Salvage Warehouse on Main Street.

### **CEDO AWARDS:**

- Semi-Finalists: Innovation in State & Local Government: Community Justice Center - JFK School of Government

The Vermont Transit Bus Barn was renovated with funding and logistical support from the Brownfields Program, in collaboration with the Burlington Community Land Trust and Housing Vermont. Now home to the Good News Garage, this \$5 million project created 25 units of new housing, other commercial space, a gateway public park, and has been named an EPA "Success Story."



# Highlights: Downtown Groceries and City Market

Another of CEDO's major projects has been working to redevelop downtown Burlington. The Onion River Co-op first began in Burlington in 1973 as an Old North End buying club offering a number of local and organic foods not available from conventional grocery stores.

The City lost six supermarkets over a few years. After trying for a number of years to attract a downtown grocery store, the Onion River Co-op expanded from its Old North End location to downtown South Winooski Avenue in 2002. CEDO provided significant financial and technical assistance for this transition and expansion process.

City Market now provides a wide range of conventional products affordable to Burlington residents while maintaining its commitment to local food and the community. City Market employs 160 and has grown over 10% each year since its opening. City Market had the second highest sales total for a single-store coop in the U.S. for 2007. The Co-op also recently won the National Cooperative Excellence Award for 2008, which is given to one retailer in the country each year.

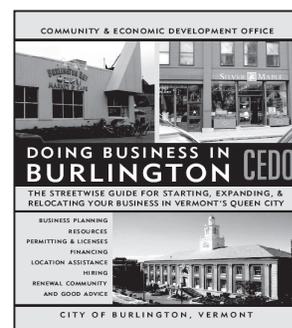


The City secured a \$9,000 HUD grant for a market feasibility study which provided the industry data showing there was a need for a downtown supermarket. The City also secured a \$600,000 grant from HUD for predevelopment work to prepare the site for development; the site was a former ravine and brownfield. The City provided a long-term lease, the former historic police station, a \$66,000 CDBG grant, and \$2 million in construction financing.

## 2001

- \$30 million Burlington Town Center Mall renovation, attracting or expanding 23 retail tenants and creating 300 downtown jobs with the support of CEDO and other City Departments.
- Ethan Allen Shopping Center completely redeveloped, with CEDO support, for \$6 million, adding a new 50,000 sq. ft. Hannaford supermarket, post office, and a new commercial building in the New North End.
- City received Vermont Downtown Historic District designation and used it to obtain \$1 million in Historic Tax Credits to renovate 20,000 sq. ft. Hall Block Building.
- CEDO published *Guide to Doing Business in Burlington* which won an international award.
- General Dynamics planned to redevelop their facility into the Innovation Center of Vermont, retaining 500 jobs in 160,000 sq. ft. of space. The building was renovated over a five-year period.
- CEDO targeted vacant upper story commercial properties in downtown for restoration and secured \$75,000 in state funds to develop six units of housing in two buildings.

The *Guide to Doing Business in Burlington* is one of many CEDO publications for the business community. The 196-page Resource Guide for Chittenden County Employers and Employees is available online, as are the Business Refugee Resource Guide and Business Location Information. CEDO also maintains and distributes a free commercial space database averaging close to 100 listings throughout the City and provides one-on-one assistance to businesses and entrepreneurs.



## 2002

- Renewal Community designation received, providing federal tax incentives for business development in Old North End and downtown.
- City Market opened downtown, creating 107 new jobs, providing the City of Burlington \$195,848 in taxes and fees in 2009 and \$243,846 in cash donations to the Food Shelf since 2003. In 2009, \$400,000 in patronage refunds were distributed to co-op members
- Blodgett Ovens was retained in town, preserving 200 livable-wage jobs.
- Church Street Markeplace renovations begun with a CEDO-assisted \$1.8 million federal grant.

### **CEDO AWARDS:**

- Community Impact Award: Burlington Truancy Task Force - United Way of Chittenden County
- Best Practice Award: AmeriCorps\*VISTA Program - Corporation for National Service
- Burlington Neighborhood Project - National Community Policing Partnership Award - MetLife

The Renewal Community designation provides tax incentives to spur economic development in the downtown and Old North End areas of Burlington. To date, almost \$23 million in Commercial Revitalization Deductions (which allow for accelerated depreciation) have been awarded to assist with the construction/rehabilitation of over 198,000 sq. ft. of commercial space. Telephone surveying among Renewal Community businesses suggests that the wage credit - up to \$1,500 per year for each employee who lives and works in the Renewal Community - is one incentive that businesses are finding to be most useful.



## 2003

- General Dynamics was retained; 160,000 sq. ft. business converted to design and testing center. Began 5-year, \$50 million restoration of building located in the South End with GBIC and CEDO support.
- Burlington Telecom's Fiber Optic Network completed for all 41 city buildings and sites, with CEDO assistance.
- The CEDO-staffed BCDC (Burlington Community Development Corporation) purchased land for \$1.8 million with HUD Section 108 Program in the Urban Renewal Area for development of hotel and parking garage.
- CEDO formed Community Coalition with the IRS and community partners to improve access to free tax assistance and credit counseling.
- Formed Micro Business Alliance to foster collaboration among community business assistance providers and worked with Micro Business Development Program at the Champlain Valley Office of Economic Opportunity (CVOEO).
- Rewrote Consolidated Plan for Housing and Community Development.
- Community Health Center Dental Clinic in Old North End opened with a \$300,000 CEDO float loan, leveraging a \$700,000 federal grant in meeting a critical need for affordable dental care.

### **CEDO AWARDS:**

- The Guide to Doing Business Best Special Purpose Publication - The International Economic Development Council
- Best Practice Award: A\*VISTA - National League of Cities and Towns

## 2004

- Vermont Software Developers Alliance created with CEDO financial and technical support.
- Burlington hosted 500 attendees of the Sustainable Communities International Conference, originally conceived by Mayor Peter Clavelle, with financial and technical support from CEDO.
- Lake Street Extension rebuilt with \$495,000 in HUD Section 108 loan underwritten by CEDO.
- Marsh Management retained downtown (Vermont's largest captive insurance company with 80 employees) with CEDO technical support.
- Burlington's "Creative Economy" was recognized by an article in the Harvard Business Review as the fourth best in the nation.
- CEDO began smart growth initiative offering detailed information with redevelopment opportunities in the South End of Burlington.
- Began construction on North Street revitalization project.
- Opened Center for Community and Neighborhoods (CCAN) which offered funding, support for Neighborhood Planning Assemblies (NPAs), and Neighborhood Development Grants. The Community Justice Center offers Restorative Justice panels and Graffiti First Response Teams.

### **CEDO AWARDS:**

- Community Impact Award: Study Circles on Racism - United Way of Chittenden County

## 2005

- Secured \$6 million in new federal funding for infrastructure renovations on the Church Street Marketplace.
- CEDO worked with Koffee Kup Bakery to allow them to expand at their current location and remain in Burlington.
- CEDO helped Charlebois Truck Parts obtain \$1 million Commercial Revitalization Deduction to support 15,000 sq. ft. addition.
- CEDO established BE<sub>3</sub> (Burlington Energy, Environment, and Economy) program to help restaurants and convenience stores become more effective in using resources.
- Airport received state and city permits to expand the Industrial Park. CEDO secured \$4 million, the largest VEDA (Vermont Economic Development Authority) industrial loan in its history to construct a new, 40,000 sq. ft. facility for Heritage Flight.
- \$13.5 million, 113,000 sq. ft. Lake and College Project opens on waterfront with CEDO support. Seventh Generation, a company which makes environmentally friendly cleaning products, moved its world headquarters to the building in 2006 and is now LEED (Leadership in Energy and Environmental Design Green Building Rating System) certified.
- Burlington Telecom business service begins, providing affordable internet, telephone, and television. By 2008, 140 businesses are using this service.

### **CEDO AWARDS:**

- The Guide to Doing Business Best and Companion Disk Superior Award - Northeastern Economic Developers Association
- Best Practice Award: Increasing Access to Affordable Housing - HUD
- Award: First Response Team - Keep America Beautiful

## 2006

- Filled last remaining vacant parcel in the City's Urban Renewal area with a 116-room hotel, creating 41 full-time jobs, expanding the Lakeview parking garage with 450 new spaces, and creating 31 units of housing. CEDO provided financial and technical support for this project.
- CEDO Worked with Specialty Filaments to sell their 105,000 sq. ft. property to Lake Champlain Chocolates and Dealer.com.
  - Lake Champlain Chocolates renovated their portion of the building, which is now the first LEED registered warehouse and distribution project in Vermont with CEDO support.
  - Dealer.com established three workforce training programs with CEDO support from Vermont HITEC (Vermont Healthcare and Information Technology Education Center), training 29 new employees. The company, currently employing over 200 people, completed a \$5 million renovation and received LEED certification with CEDO support.
- Completed a 66,000 sq. ft., \$6.6 million North Street Revitalization project in the heart of the Old North End.

### **CEDO AWARDS:**

- Best Practice Award: Cities United for Science Progress, Lead Safe... for Kids' Sake

The North Street Revitalization Project, with a final cost of \$6.6 million, improved streets, lighting, and sidewalks; added a community art center; and partnered with non-profit foundations and private architects to offer Facade Improvement Programs for commercial buildings within the project area.



## Highlights: The Business Loan Program and Lake Champlain Chocolates

Lake Champlain Chocolates was developed in Burlington - a small, start-up making local chocolates and other confectionaries. As its chocolates became more popular, CEDO provided financial and technical assistance for this growing company to expand. They now employ 100 people.

The Business Loan Program was originally created in 1984 and known as the Burlington Revolving Loan Fund. This fund uses the resources of local banks and CEDO's Small Business Loan Fund to supplement the finances of local businesses.

With the help of this fund, Lake Champlain Chocolates was able to move to a new 25,000 sq. ft. building on Pine Street in 1999 and later expand to also include 46,000 sq. ft. of the former Specialty Filaments building. The company then completed a \$3.2 million renovation, obtaining LEED certification that is saving the company thousands of dollars per year in energy costs.

Lake Champlain Chocolates has remained a local business and continues to grow. It supports the local community, employing a number of recent refugees and donating 10% of its pre-tax profits to non-profit organizations and programs.



## 2007

- CEDO hosted and helped organize a Federal Reserve Bank of Boston public meeting on strategies for local food systems, the creative economy, and affordable housing in Burlington.
- Vermont Agency of Human Services located downtown.
- Awarded a Preserve America Grant from the National Park Service to develop a web-based guide to Burlington's Cultural and Historic Resources promoting heritage tourism and an American Battlefield Protection Program grant to build a War of 1812 memorial in Battery Park.
- CEDO supported formation of the Old North End Arts and Business Network.
- Worked with the new managing partner of the Burlington Town Center to increase visibility through a \$2 million "facelift" on the Church Street entrance and helped facilitate the public planning process on improvements to Church Street side streets.

### **CEDO AWARDS:**

- Welcome to the Neighborhood Award - Vermont Housing and Conservation Board

*"The quality of the local workforce and the quality of life are two key reasons why a company would find the Greater Burlington area a good place to do business. It boasts a skilled and educated workforce with abundant continuing education opportunities available from the area's higher education institutions. In addition, the region's natural beauty, recreation, cultural activities, and services offer a unique mix of urban and small town lifestyle rarely found elsewhere."*

-Jeffrey Couture, Manager  
Communication and Public Relations, IBM

## 2008

- Burton bought 84,000 sq. ft. building on Industrial Parkway with \$1.4 million in state incentives and technical support from CEDO and GBIC. They plan to expand their world headquarters in Burlington.
- Four-story, 15,000 sq. ft. vacant Hinds Lofts restored downtown, with CEDO support, for \$2.5 million, adding 15 residential units.
- Dealer.com adds 70 new employees; company now employs 205 workers.
- Community-based research group, with CEDO and BED support, began examining the use of waste heat from Burlington Electric Department's McNeil Plant to heat and cool homes and businesses.
- Hyundai and Subaru car dealerships renovated and rebuilt new locations at gateway to Burlington with CEDO technical support.
- CEDO helped conceive of and organize two Vermont 3.0 Creative Tech Career Jams at Lake and College on the waterfront and at Champlain College. Over 2,500 people attended the free events with 50 exhibitors and 12 lectures.
- CEDO, working with UVM, helped organize businesses in the BioScience Industry.
- CEDO, working with Champlain College, helped restart Chief Information Officer Organization.
- Rewrote Consolidated Plan for Housing and Community Development.
- CarShare Vermont established with CEDO support.
- CEDO convened meeting with 14 business lenders and seven business technical assistance providers to determine status of the local economy.

*"We looked at various sites both in and outside of Vermont before selecting Burlington as the new location for Burton. There were many reasons for the selection - the support provided by the City for small business, the available workforce, the well-serviced airport, and the proximity to the highways.*

*-Jake Burton, CEO  
Burton Snowboards*

## Model Programs

There are many CEDO innovations that, while created in Burlington, have been adopted throughout the country. Two such programs include Department of Labor Resource Centers and Phase O grants used in Experimental Program to Stimulate Competitive Research Offices.

Resource Centers were originally created in Burlington following layoffs at a local manufacturing plant, as an attempt to coordinate a set of resources that had recently been developed. The strategy of locating them all in one place allowed workers to focus on finding new opportunities or exploring other education and training possibilities rather than having difficulty knowing where to look for help. These resource centers are now in every state Department of Labor office in the United States, helping other communities deal with the challenges of unemployment.

Experimental Program to Stimulate Competitive Research (EPSCoR) is a federal effort to support state and local programs enabling scientific and technical development by collaborating with local schools and industries. The concept for Phase O grants was developed as a result of the Innovation Summit held in 1987. These grants offer smaller \$12,000 grants to assist groups in applying for federal Small Business Innovation Research grants of up to \$1 million. This program has also been adopted nationally by all EPSCoR offices.



**Department of Labor**  
State of Vermont

## 2009

- Heritage Aviation deconstructed then completely renovated and expanded an 80,000 sq. ft. former Army National Guard Hanger into a LEED-certified, state-of-the-art General Aviation Facility. The company serves both the commercial and general aviation communities with fueling and deicing services, general FBO as well as aircraft maintenance and avionics services.
- Terry Precision Bicycles chose to locate in Burlington in December, 2009 and rented two locations in the South End totaling 10,000 sq. ft. They employ 17 people, including 13 in Burlington.
- Construction is underway on Phase 1 of the College Street Waterfront Access Project. Improvements include new decking at the Boathouse, upgrading of the path to the Boathouse, sheet pile retaining walls and a new sidewalk on Lake Street between Main and College Streets.
- Moran Plant redevelopment project, on the waterfront, CEDO applied for and/or received federal funding totaling over \$3 million dollars.
- Transformed the Gosse Court Armory building into a community-wide asset and demonstrated Burlington's commitment to sustainable practices through adaptive reuse as a community and recreation center. CEDO leveraged \$63,000 from EPA and \$20,000 for cleanup activities from the Vermont Army National Guard and over \$1.2 million for redevelopment through fundraising, private donors and public dollars.

### **CEDO AWARDS:**

- Excellence in Architecture Design Awards for Moran Center on the Waterfront - Vermont Chapter of the American Institute of Architects
- People's Choice Award for Moran Center on the Waterfront in Burlington - Vermont Chapter of the American Institute of Architects
- Brownfield Success Story for Gosse Court Armory - Environmental Protection Agency
- Cities United for Science Progress Award for Burlington Lead Program - The United States Conference of Mayors

## 2010

- Dealer.com decided to expand in Burlington renting additional office space in three locations in the South End and hiring 100 new employees with a total of 400 employees.
- The Courtyard Burlington Harbor has expanded, adding 16,000 sq. ft. of building space, which equates to an additional 34 guest rooms. This brings the downtown hotel's capacity to 161 rooms. The hotel hosts approximately 55,000 visitors to Burlington annually.
- Three projects CEDO has financially supported include the development of Main Street Landing's Lake & College building complex, Courtyard Marriott and City Market which together bring nearly 1,518,000 people to our downtown annually.
- Situated on Battery Street, a 45,000 square foot "A" grade multi-tenant office building with a two-level parking structure has completed the permit approval process. Construction completion and occupancy is estimated to be in the spring of 2012.
- CEDO worked with the Vermont BioScience Alliance, Vermont Legislature, the Vermont Center for Emerging Technology and GBIC to secure \$4 million in state funding for a new Seed Capital Fund for growth companies.

### **CEDO AWARDS:**

- Stakeholder Partnerships, Education and Communication Award for Volunteer Income Tax Advice and Tax Counseling for the Elderly - IRS
- Brownfield Success Story for 13 properties owned by Champlain Housing Trust (CHT) in the Old North End - Environmental Protection Agency
- Engaged Community Partner Award for meaningful and committed engagement with your higher education partner for mutually beneficial results - The Vermont Campus Compact in 2010

## Five-Year Goals and Priorities - (Abridged)

As the state's largest city, Burlington must continue to be an economic engine for the region and for the state. At the same time, the city is also, by necessity, home to a concentration of residents living in economic insecurity – people in crisis or one step away from crisis, the working poor and the unemployed, families with children, and the elderly struggling to make inadequate income meet rising expenses – all of whom need the affordable housing and social services which are also concentrated in the city. The city will continue to tap both local and national strategies to increase earned income to livable wage levels, to increase and protect asset accumulation, to reduce debt levels, and to help residents access income supports and overcome economic barriers.

CDBG is the city's principal economic development funding source. The city uses its CDBG resources in this area principally to support job creation and retention through technical assistance and gap financing for businesses and to support low-income residents in business ownership through entrepreneurial training and loans. There are also opportunities for commercial "bricks and mortar" projects where it makes sense to invest CDBG dollars – usually a relatively small investment, but often a critical "gap closer" that allows a project to move forward. These uses of CDBG resources have proven to be effective and cost-efficient in creating and retaining businesses and jobs, in leveraging other resources, in increasing tax revenues to support city services, in supporting local ownership, and in revitalizing neighborhoods.

The city has also historically used CDBG resources to address barriers to economic opportunity and will continue to do so. Affordable, quality early care and education is one example; this is an identified community priority and an activity which has multiple long-term impacts – the ability of parents to get and keep a job and be productive at work; children's success in school and, ultimately, the quality of the local workforce; and even public safety costs. There are other barriers as well, such as limited English proficiency, which will sometimes call for the investment of CDBG dollars. The city chooses to be flexible in its funding choices in this area in order to respond to shifting needs and resources, emerging opportunities and crises, and changing economic conditions.

### **To achieve its mission, CEDO's Economic Development goals and priorities for the next five years include:**

#### **Goal 1: The quality of life in Burlington is enhanced by a strong, diverse and vital downtown.**

Five-Year Focus:

- Strengthen the institutional capacity to maintain and enhance the downtown retail environment.
- Work with the Burlington Business Association (BBA) and the Church Street Marketplace to enhance the organization's capacity to undertake the planning, advocacy, marketing, and development functions necessary to maintain the viability of the downtown retail district.
- Maintain and enhance the viability of Burlington's downtown retail sector, including a two-

# Five-Year Goals and Priorities

pronged approach of fighting to prevent excessive suburban retail development while at the same time providing local businesses with the assistance necessary to prepare themselves to compete with suburban malls and mega-retailers.

- Assist retailers to continue examining and adjusting their marketing, merchandising, and product offerings as necessary to capitalize on the changing retail environment.
- Enhance job opportunities in the retail sector for Burlington residents.
- Promote the use of tax incentives available through the Renewal Community and the Vermont Downtown Programs.
- Support the capital improvements of the Church Street Marketplace and the side streets.
- Pursue planned and proposed initiatives to enhance the cultural, recreational, and entertainment amenities in or near downtown including a downtown museum.
- Support the operation of black box theaters by the Flynn Theatre and Main Street Landing Company.
- Support the development of a new hotel and housing.
- Support the development of new parking opportunities.
- Maintain both a safe, comfortable retail environment and a safe, tolerant environment for residents, including minorities, youth and persons with disabilities.

**Goal 2: Burlington's waterfront is developed as a cultural, recreational, social and economic resource for the entire community through the implementation of the Urban Renewal Plan for the Waterfront Revitalization District.**

Five-Year Focus:

- Support redevelopment of the Moran Plant.
- Support the development of the privately owned lands adjacent to Lake Street.
- Implement the Interim Use and Stewardship Plan for the Urban Reserve.
- The Interim Development Area should be developed in conformance with zoning requirements for the area.
- Relocate the Bike Path between College Street and King Street.
- Underground utility lines on the waterfront.

**Goal 3: Businesses that offer essential goods and services are located within the City, readily available to all residents.**

Five-Year Focus:

- Continue to implement the North Street Revitalization Project.
- Support small-scale commercial and mixed-use development in convenient neighborhood locations.
- Promote the use of Renewal Community tax incentives and the Vermont Downtown Program.

# Five-Year Goals and Priorities

**Goal 4: The startup and expansion of businesses are nurtured, including the support of a readily accessible core of centrally located business services.**

Five-Year Focus:

- Support the redevelopment efforts of Gilbane Properties' Innovation Center of Vermont.
- Develop more incubator space in the South End.
- Provide technical and other support to existing businesses in the Enterprise Zone.
- Support the South End Arts + Business Association's "South End Art Hop."
- Support the efforts of the South End Arts + Business Association to link the arts and technology-based businesses and an I.D.E.A. Center in the south end of Burlington.
- Implement the Smart Growth District initiative.

**Goal 5: Burlington's 200+ acre agricultural breadbasket - home to market farming, community supported agriculture, community gardens, farmer training, and composting - thrives.**

Five-Year Focus:

- Support self-employment opportunities created in agriculture and agriculturally-related business through the Intervale Center.
- Build the Intervale Community Food Enterprise Center and Burlington Food Hub.
- Support the use of the Intervale for the production of market quality food crops.
- Support the redevelopment of the Abair and Caulkin's houses for community education purposes.

**Goal 6: Burlington continues to generate a strong, diverse base of locally-owned enterprises.**

Five-Year Focus:

- Promote the use of Renewal Community and Vermont Downtown tax incentives.
- Encourage the development of a socially responsible risk capital fund.
- Identify and target vacant commercial spaces in the Renewal Community and in the rest of the City, and assist property owners with finding tenants that meet community needs.
- Encourage home-based business development.
- Develop more affordable commercial and incubator space downtown and in other designated areas throughout the City.
- Provide businesses with hands-on assistance with the permitting process.
- Develop and disseminate resource guides for entrepreneurs and employers.
- Develop and/or support training and financial resources to support new enterprise and self-employment enterprise and self-employment.
- Expand microlending programs to increase the number and the size of loans available.
- Support the Sustainable Jobs Fund, Vermont Job Start, Opportunities Credit Union and the Vermont Community Loan Fund's business loan/grant funds.

# Five-Year Goals and Priorities

- Develop and/or support economic literacy training programs for people interested in starting small businesses.
- Develop and/or sustain additional services to increase the competitiveness of small businesses. Support the "Vermont Consultants Network."
- Support energy conservation and cost reduction programs.
- Continue to monitor banking activity to ensure that banks remain responsive to local businesses.
- Direct the purchasing power of major institutions within the City to support local businesses in order to direct dollars to the local economy.
- Encourage individuals and organizations to invest savings in local financial institutions that reinvest funds directly back into the community and promote active community reinvestment among all local banks and financial institutions.

## **Goal 7: Sites with real or perceived contamination issues are redeveloped into productive use.**

Five-Year Focus:

- Continue work on the Urban Reserve, the Moran Plant, Flynn Avenue, Pine Street, the Vermont Railway Rail Yard, Lakeside Avenue, Sears Lane, and General Dynamics Armament Systems.
- Continue to identify and work on additional sites for redevelopment.

## **Goal 8: Quality employment supports and opportunities are available for those who are traditionally underserved, and workers are earning a livable wage.**

Five-Year Focus:

- Support businesses that provide livable wage jobs.
- Encourage the development of livable wage programs.
- Maintain and strengthen efforts in the field of women's economic opportunity.
- Support the Women's Small Business Program.
- Support the startup and expansion of immigrant and refugee-owned businesses.
- Support programs to assist non-college bound youth.
- Work to establish and support innovative programs (such as Vermont HITEC, ReCycle North and the Good News Garage) for job training and adult education, targeted to the resident population most in need.
- Encourage state agencies to eliminate disincentives such as loss of benefits for those entering the work force from public assistance programs.
- Upgrade transportation services for low-income residents.
- Improve transportation connections between areas where low-income residents live and areas where jobs exist.
- Support the Good News Garage in its efforts to provide affordable vehicles and rideshare alternatives for low-income residents.

# Five-Year Goals and Priorities

- Encourage coordination of the myriad of transportation services currently being offered and increase outreach to ensure the services are reaching those in need.
- Support assistance to the targeted population in obtaining transportation vouchers, coordinating ridesharing, and acting as an advocate on their behalf.
- Support expansion of public transportation routes and hours of service.
- Support the development of a new Bike Path through the Intervale linking the Old and New North End.
- Support and expand quality pre-school and daycare programs for working parents and for parents attending education and training programs.
- Make child care more affordable.
- Support expansion/strengthening of state funding mechanisms for child care, such as the Early Care and Learning Initiative and increased child care subsidies.
- Support national accreditation of early care and education programs.
- Support efforts to increase wages and skills of child care providers.
- Encourage on-site child care.
- Explore opportunities to develop group health insurance policies for child care providers.
- Support the efforts of the Vermont Department of Labor to develop new training programs for industry and for businesses in the region.

## **Goal 9: Transportation needs are addressed, traffic congestion reduced, access in and around downtown improved, and greater use of alternate modes of transportation promoted.**

Five-Year Focus:

- Support the development of the Downtown and South End Transit Centers.
- Support 24/7 use of private parking lots and institutionalize and expand the Downtown PARC shuttle system, which provides downtown workers an affordable parking option.
- Support commuter rail, increased bus service, and Green Mountain CarShare.
- Support completion of the Southern Connector.
- Support the development of a Downtown Transportation Management Association.
- Support the expansion of the Burlington Airport terminal and Airport Industrial Park.

## **Goal 10: Burlington's competitive advantages are maximized by supporting the development of targeted industries, including tourism; telecommunications intensive businesses; the environmental technology industry; financial services; specialty foods; media, printing and publishing; the arts; and sustainable natural resource promotion.**

Five-Year Focus:

- Build on current support for the environmental industry.
- Develop a strategy to encourage the startup, expansion, and location of firms in the environmental technology industry in the City.

# Five-Year Goals and Priorities

- Support businesses developing renewable energy sources.
- Develop a "Green Map" promoting the cultural and environmental resources of the City.
- Develop and/or support enterprise development programs related to recycling.
- Support the Chittenden Solid Waste District's efforts to encourage waste food generators to use industrial ecology to develop biofuels, to compost and to locate a transfer site in Burlington.
- Support ReCycle North's efforts to reuse "waste" construction materials, computers and household goods.
- Promote the energy efficiency programs of the Burlington Electric Department and Vermont Gas to Burlington businesses.
- Support high tech business development and technology training for residents.
- Support access to advanced telecommunications systems for smaller companies that cannot afford to invest in such systems individually.
- Expand training opportunities for low-income residents.
- Establish a technology development and deployment initiative involving CEDO, Champlain College, the University of Vermont, and local technology-based industry.
- Work with UVM to enhance opportunities for cooperative technology development and deployment between UVM, Champlain College, and local companies.
- Promote increased collaborative R&D between UVM and local industry.
- Target telecommunications intensive industries.
- Support the development of telecommunications infrastructure in the City.
- Encourage the efforts of the Burlington Electric Department to evaluate the existing quality, consistency, and capacity of the City's energy supply in light of the power needs of these targeted industries and work with CEDO and GBIC to address any deficiencies.
- Support the development of arts-related activities including an "Arts Factory."
- Support the completion and operation of local black box theaters.

## **Goal 11: New cooperative relationships are developed between the City and other communities in the region to strengthen the regional economy for the benefit of all.**

### Five-Year Focus:

- Support the Burlington Community Development Corporation (BCDC).
- Take advantage of Burlington's proximity to the Quebec border by marketing the City to Quebecois entrepreneurs seeking a U.S. business location.
- Work with the Triangle of Excellence to develop a marketing program targeted to small businesses and entrepreneurs in Montreal and southern Quebec, including advertising in Quebec business periodicals, preparation of informational material, presentations to Quebec business associations, and arrangement of one-on-one introductory visits for interested business owners.

# City of Burlington Awards

## 2010

- March: One of Best Cities for New Jobs this Spring, *Forbes.com*
- April: First Wave City, Carbon War Room
- May: Prettiest Town in America, *Forbes.com*
- May: Tree City USA, Arbor Day Foundation
- May: Top 100 Places to Live in America, *RelocateAmerica.com*
- June: Top 10 Cities for the Next Decade, *Kiplingers Personal Finance*
- June: #1 Bass Fishing Capital, *Outdoor Life Magazine*
- Summer: Top 25 Cities for Art (Small cities category), *American Style*

## 2009

- March: "Hill Section one of Best Neighborhoods 2009", *This Old House*
- March: Recognized with the runner-up 2009 City Cultural Diversity Award, National Black Caucus of Local Elected Officials and National League of Cities

## 2008

- November: Named Healthiest City in the U.S. by the Centers for Disease Control
- May: Given "Level 5" award (highest possible level) by ICLEI - Local Governments for Sustainability for efforts to reduce greenhouse gas emissions (one of two ICLEI member cities to receive this award)
- March: Named as the "Best Walking City" in Vermont and one of the "Top American Walking Cities" (ranked #42) in the U.S. by *Prevention Magazine* and the American Podiatric Medical Association
- Feb-March: Named one of "America's Greenest Cities" by *Organic Gardening Magazine*

## 2007

- September: Ranked #1 as a model city for a regional study of 16 downtowns in Quebec commissioned by the Rues Principales Vieux-Saint-Jean
- May: "Top Ten Greenest Cities" real estate service, *Move.com*
- May: 13th Tree City USA Award, National Arbor Day Foundation
- April: Top 25 Small Cities and Towns Arts destination by readers of *American Style*
- April: #5 among Top Ten Places to Retire Young, *Money Magazine*
- March: Burlington metropolitan area ranked as Greenest City in the country in survey of 379 metropolitan areas nationwide. Based on air and watershed quality, mass transit use, power use, and number of organic producers and farmers' markets

# City of Burlington Awards

- February: Ranked 2nd out of 72 cities (50 largest cities in the country plus largest cities in each state) nationwide by the Earth Day Network on its Urban Environment Report

## 2006

- November: Ranked 4th among Top 10 cities for Beer Lovers by ShermanTravels.com
- November: Ranked 5th in America's Healthiest Places for Women, *Self Magazine*
- June: One of the "Top 25 Cities for Art" in the small cities and towns category, *American Style Magazine*
- July/August: Burlington's Five Sisters neighborhood on the list of "Top Cottage Communities," *Cottage Living Magazine*
- April: Burlington named the "Best of the Best" places to live (top 5 of their "50 Best Places to Live"), *Men's Journal Magazine*
- The Top Ten Greenest Cities, homestore.com (AOL Real Estate)

## 2005

- November: One of "50 Fabulous Gay-Friendly Places to Live," by author Gregory Kompes
- June: Burlington was number 12 among the top 25 small cities in *American Style Magazine's* "Top Arts Destinations" for 2005
- Ranked as the "third-funkiest city in the world" by British Airways' magazine *Highlife*
- Economy.com ranked Burlington #1 in the U.S. on its index of business vitality
- One of America's Dozen Distinctive Destinations, the National Trust for Historic Preservation
- No. 3 Best State for Healthy Kids, *Child Magazine*

## 2004

- November: No. 1 Best State for Women, Institute for Women's Policy Research
- November: No. 3 Healthiest State, United Health Foundation
- June: No. 6 in the world for Destination Stewardship and Sustainable Tourism Initiative, *National Geographic Magazine*
- May: One of 10 Best Small Cities in America, *Men's Journal Magazine*
- April: Burlington selected as one of five U.S. cities to receive *Delicious Living Magazine's* "Impressive City Award" for its "Exceptional efforts toward sustainable living"
- March: Top 25 Small Cities for Doing Business in America (job bases up to 150,000). No. 7
- Best Small Cities to Do Business, *Inc. Magazine*
- Burlington awarded U.S. Conference of Mayor's City Livability Award  
No. 7 Most Student-friendly U.S. City for populations under 1 million, *Collegia Magazine*

# City of Burlington Awards

No. 2 Happiest and No. 4 Healthiest place to Live in the U.S., *Self Magazine*

## 2003

- June: One of the 5 Best Places to Live & Ride, *Bike Magazine*
- May: Ranked number 1 in Northeast, "Best Places to Live" (Metro 50,000 - 500,000), *Men's Journal Magazine*
- Best Overall Program: Population 25,000 - 50,000, Sister Cities International for the
- Burlington-Bethlehem-Arad Sister City Relationship  
2001-03, 2005 Vermont is Nation's Healthiest State, Morgan Quitno Press

## 2002

- October: Ranked No. 4 for "Healthiest" and No. 2 for "Happiest" City for Women, *Self Magazine*

## 2002

- April: One of the Top Ten Best Cities for: Economy (10), Jobs (1), Education (8), Child Care (2); *Ladies Home Journal Magazine*
- International Association of Public Participation gave Burlington a Core Value Award for the Burlington Legacy Project
- Sixth most artist-friendly alternative to N.Y. and L.A. according to Susan Brackney, author of "*The Not-so-Lost Soul Companion*," based on cost of living, unemployment rate, availability of affordable housing, projected economic growth, local flavor, charm, and the value placed on performing arts
- Burlington's Marathon, the Vermont City Marathon, was named top 20 best marathon events in the country, *Runner's World Magazine*

## 2001

- August: Ranked No. 1, "Kid-Friendly," smaller city (100,000 to 2 million metro) for quality of life, Zero Population Growth

## 2000

- May/June: One of the "50 Best Places to Live," *Maturity Magazine*
- March: One of America's Ten Fittest cities for Women, *Health Magazine*

## 1999

- November: Ranked No. 1 "Top Ten Cities to Have it All" by Arts & Entertainment TV

# City of Burlington Awards

- November: One of 10 Great Places for Campus Culture, *USA Today Travel Guide*
- October: One of the 10 "College Towns Worth a Visit", *Princeton Review: The Best Colleges*
- October: 50 Places of a Lifetime (Vermont), *National Geographic Traveler*
- June: Ranked number one for "Families that love outdoor sports" by *Outdoor Explorer Magazine*, Premier Issue

## 1998

- December 1998/January 1999: No. 5 "Boomtown, 75 Top Cities to Start a Business," *Point of View Magazine*
- November: No. 10 Best City for Women, *Ladies Home Journal*
- May: Cited "One of 15 Best Walking Cities in America" by *Walking Magazine*
- Vermont City Marathon named top 10 most scenic marathons in the country. This course is completely run within the City limits of Burlington, Vermont.
- The Discover Jazz Festival - a segment of which consists of free open-air concerts along the Church Street Marketplace - is one of the ten best festivals in the country according to *U.S. News and World Report*

## 1997

- June/July: Burlington ranks number 4 as "One of America's Ten Most Enlightened Towns" as chosen by *Utne Reader Magazine*
- June: No. 1 Most Livable Cities with population under 100,000, The U.S. Conference of Mayors
- May: Burlington: Named a 'Northern Light,' by *Nation Magazine*
- April: Burlington receives the prestigious Great American Main Street Award from the National Trust for Historic Preservation. The unique collaboration between government, business community, and private citizens that led to the rejuvenation of Church Street and the development of the Marketplace is central to the City being honored.
- Burlington is one of 10 great places to raise a family according to *Parenting Magazine*
- A Latte Town by *The Weekly Standard* ("The Rise of the Latte Town")

## 1996

- June: Vermont ranked "Safest State in the Nation," Morgan Quitno Press
- February: *New Choices*, a magazine devoted to "Living Even Better After 50" rates Burlington as one of the seven best retirement areas
- John Villani's new book, "*The 100 Best Small Arts Towns in America*" names Burlington as one of America's Top 10 "Hippest Arts Towns"

# City of Burlington Awards

## 1995

- September: One of five retirement cities listed in *N.Y. Times Sunday Magazine: The Rise of the College City: The Best New Place to Live*
- June: Burlington heads the list of "Dream Towns: Where to find it All," published in *Outside Magazine*
- The book, *A Good Place to Live* by Terry Pindell touts Burlington as one of the fourteen most livable cities in the United States

## 1993

- November: Listed in a survey by Kimberley Stansee entitled "Top 10 Best Cities for Running a Home-Based Business" in *Home Office Computing Magazine*
- June: Burlington rates as the best place in the nation for raising children in a report released by Zero Population Growth
- Featured in a book "*50 Fabulous Places to Raise Your Family*" by Lee and Saralee Rosenberg

## 1991

- June: Voted "Best in the Northeast" by *Inc., Magazine* as one of the top five cities in the nation in which to grow a successful business

## 1990

- "Urban Enrichment Award" for the Pine Street Arts and Business District from the National League of Cities for innovative urban planning

## 1989

- "Excellence on the Waterfront Honor Award" for the Burlington Community Boathouse received from the Waterfront Center

## 1988

- *Progressive Architecture Magazine* awards Burlington its "Citation Award for Urban Design and Planning" for the Burlington Urban Design Study
- Burlington awarded second place "City Innovations Award" from National League of Cities for enhancing the quality of life for low-income women through a job training program in skilled building trades
- Burlington recognized as Most Livable City by U.S. Conference of Mayors for populations under 100,000

# CEDO Charter

- a) Subject to the orders and ordinances of the city council, the community and economic development office shall develop and implement a comprehensive community and economic development strategy.
- b) In furtherance of its purpose, the community and economic development office shall, subject to the orders and ordinances of the city council, have the following rights, powers, and duties.
  - (1) To work on behalf of the City to stimulate investment, and to attract, retain, and encourage the development of both existing and new economic enterprises.
  - (2) To develop, coordinate, implement, and administer economic and community development strategies and projects for the City.
  - (3) To develop, coordinate, implement, and administer a comprehensive program to address the City's housing needs.
  - (4) To develop, coordinate, implement, and administer waterfront development activities other than those activities which the Planning Commission and the city council must exercise under the Vermont Planning and Development Act.
  - (5) To recommend to the city council, and to solicit on behalf of the city council, grants-in-aid funds for the City.
  - (6) To administer Community Development Block Grants and Urban Development Action Grants and to manage such grants-in-aid programs in accordance with the laws and regulations pertaining thereto.
  - (7) To coordinate and facilitate citizen participation in economic and community development with community organizations, City commissions, and the Neighborhood Planning Assemblies.
  - (8) To do all other things necessary or convenient to carry out its purposes in accordance with Vermont Statutes Annotated.

## Economic Development Staff

Peter Clavelle (1983 - 1989)

Bruce Hyde (1983 - 1986)

Michael Monte (1983 - 1993, 1999 - 2007)

Bruce Seifer (1983 - Present)

Lynda Seigel (1983 - 1990)

Martha Whitney (1987 - 1994)

Laura Weeks - (1988 - 1989)

Diane Meyerhoff (1988 - 1990)

Doug Hoffer (1988 - 1993)

Diana Carminati (1989 - 2000)

Lisa Misrok (1990 - 1993)

Leigh Steele (1990 - 1996)

Mary Twitchell (1992 - 1998)

Art Sanborn (1993 - 1995)

Janet Van Liere (1996 - 2000)

Pat Travers (1997 - 1998)

Owiso Makuku (1999 - 2002)

Richard Donnelly (2000 - 2005)

Odysseus Manzi (1998 - 2002)

Ed Antczak (2003 - Present)

Cyndi Christensen (2005 - 2008)

Jon Adams-Kollitz (2008 - Present)

Larry Kupferman (2008 - Present)

Over 50 VISTAs and interns have also contributed to CEDO's economic development efforts from 1983-2008

# Lessons Learned

- **FIRST THINGS FIRST:** Taking care of business in Burlington must be priority number one. A successful model is the best way to influence the surrounding region.
- **SUCCESS BREEDS SUCCESS:** Successful projects build upon themselves. At one time Burlington was filled with vacant commercial buildings. CEDO investments supported development such as the Maltex Building located on Pine Street which spurred more projects by outside investors.
- **LONG-TERM VISION:** Some of the most important economic development needs require a vision for the future. For example, investing in energy efficiency through Burlington Electric has saved ratepayers over \$10.1 million dollars a year, kept demand for electricity flat for 20 years and electric rates lower than most of our New England neighbors.
- **KEEPING PACE WITH TECHNOLOGY:** Fiber optics, broad band and cell tower reception are now considered state of the art essentials among the business community. Fifteen years ago these essential needs were luxuries just beginning to appear. If global warming continues, essentials may well include central air or developing alternatives to global warming contributors.
- **CHANGE IS THE NAME OF THE GAME:** Energy efficiency is no longer questioned, while in 1990, there was considerable opposition. Recycling 25% of our solid waste in 1985 seemed farfetched, where we now recycle almost twice that amount.
- **SLOW SIMMER:** The redevelopment of the waterfront has been ongoing since 1985 and is likely to continue over the next 20 years.
- **DO YOUR HOMEWORK:** Market research can be an effective investment tool for economic development projects. For example, until a feasibility study was conducted there were no supermarket operators interested in investing in a downtown Supermarket. City Market is now recognized in 2008 by their peers as the best food coop in the United States.
- **COLLABORATE & COMMUNICATE:** It's the key to success.
- **NETWORK:** ...even when you think it doesn't make sense. Our resource guide was developed in part with a comprehensive rolodex in practice for over 20 years.

# Lessons Learned

- **NON-PROFITS PLAY KEY ROLE:** They are just as important as for-profit businesses. Vermont Energy Investment Corporation began 24 years ago with a small staff and funding from CEDO. After 11 years of providing ongoing technical support to customers interested in making their homes and businesses more energy efficient, VEIC won the state contract in 2000 for delivering statewide energy efficiency services under Efficiency Vermont as well as numerous other contracts for program design in energy planning and evaluation, and renewable energy efforts in Asia, Europe, and North America. VEIC now employs 185 people who have, since 2000, saved the equivalent of almost two McNeil electric generating stations.
- **THINK LOCAL:** There are distinct business districts in Burlington, and their needs and personalities change over time. For example, the Pine Street Corridor is now connected to the greater South End. Formerly an industrial cluster, it now combines industry with a thriving art and small business sector.
- **LEVERAGE COMMUNITY LEADERS:** Burlington has a talented pool of individuals ready and willing to support economic development activities. It is essential to involve as many people as possible in developing projects. City Councilor Gary DeCarolis who helped to create the Neighborhood Commercial Zoning district on North Street, planted trees on North Street, down-zoned bars off of North Street, oversaw dozens of grants to homeowners and businesses on North Street and helped create Kids Day.
- **PEOPLE POWER:** Don't forget the most important ingredient for any business: skilled employees. Workforce training programs are a powerful economic development tool. For example, Dealer.com expanded from 40 to 400 employees in five years using a model workforce training program.
- **KEEP UP WITH THE TIMES:** The Internet has changed the way everyone does business. Keeping current with the latest business practices inspires confidence.
- **SHARE INFORMATION:** Sharing knowledge of resources quickens the pace of development ; the *Chittenden County Guide for Employers and Employees* is a comprehensive compendium of economic development resources that has helped companies stay in Vermont because the Guide answered the question, "What is Vermont doing to help Vermont based businesses?"
- **LEVERAGE OUTSIDER RESOURCES:** We have been able to achieve almost all the economic development efforts in Burlington detailed in this booklet, without local taxpayer dollars.