

Town of Hardwick, Vermont Planning & Community Development Consultant

BYLAW MODERNIZATION PROJECT PROPOSAL

Submitted to:

David Upson, Town Manager

david.upson@hardwickvt.gov

Kristen Leahy, Zoning Administrator

zoning.administrator@hardwickvt.gov

Town of Hardwick

February 27, 2023

Prepared by:

CCDS, LLC

Heather Carrington, Principal
30 North Street, Winooski, VT 05404
802.999.4689 | heather@ccdsvt.com

Carrington Community Development Services, LLC
30 North Street
Winooski, VT 05404

David Upson, Town Manager
Kristen Leahy, Zoning Administrator
Town of Hardwick
20 Church Street
Hardwick, VT 05843

February 27, 2023

Dear Mr. Upson and Ms. Leahy,

On behalf of Carrington Community Development Services (CCDS), thank you for the opportunity to submit the following proposal to provide professional services to the Town of Hardwick. CCDS staff has experience in all aspects of housing development, from writing land use policy to managing housing construction projects. I would be pleased to assist the Town of Hardwick in developing draft bylaw amendments for the town that increase housing choice, affordability, and opportunity in smart growth areas.

In my role as Community and Economic Development Officer for the City of Winooski, I was responsible for development of housing policy and programs. I proposed and established the Winooski Housing Commission and served as the staff person leading and facilitating their work. During my tenure, the Housing Commission utilized the extensive demographic and housing data that I compiled to inform the City housing policy and program development. Over my 5 years of overseeing housing work in Winooski, the Housing Commission:

- Performed a deep dive into data analysis to establish existing housing conditions
- Set housing policy goals for the Commission and the City of Winooski. The Commission's work was the basis for the housing chapter for the 2019 Winooski Master Plan,
- Identified housing gaps and set housing affordability targets for new development
- Provided the Planning Commission with data analysis and recommendations for changes to zoning to promote housing affordability
- Established a Housing Trust Fund
- Monitored and reported to City Council on rental pricing in Winooski using the Rental Registry annual survey
- Monitored incoming housing development compared with housing targets
- Organized and hosted a Housing Policy Summit in Fall of 2018
- Reviewed Annual Gentrification Reporting which uses a gentrification monitoring tool and methodology that I initiated, developed, and performed annually.

By the end of my tenure, the City of Winooski had the highest number of affordable housing units per capita of any municipality in Vermont. The City's work on housing production and affordability was recently honored with a community award at the Champlain Housing Trust's 2023 annual meeting.

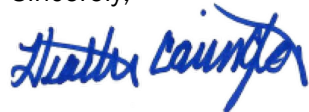
In addition, I have served as a speaker at several housing conferences held by the Vermont Housing Finance Agency, Vermont Housing and Conservation Board, Vermont Department of Housing and Community Development, and the Chittenden County Regional Planning Commission. The VHFA housing ready toolbox referenced in the Hardwick RFP includes a recording of a webinar

at which I was a panelist (*Housing Committees as a Tool to Meet Local Housing Needs* <https://youtu.be/3E1EMBA-7TM>). At the Vermont Statewide Housing Conference in 2018, I gave a presentation very relevant to this project titled *Zoning Predictability + Infrastructure = Setting the Municipal Stage for Housing*. In my recent work for the Town of Hardwick I had the opportunity to meet with the Hardwick Planning Commission to give an overview of form-based code as a tool for encouraging housing. Additionally, I have been invited to assist housing committees in South Burlington and Essex in framing their work. Overall, I am well-versed in the complexities of the housing crisis in Vermont as well as tools and policies to remove obstacles to housing creation.

Having recently completed a project with the Town of Hardwick, I am familiar with the municipal Master Plan and Unified Land Use and Development Bylaws. Hardwick is a unique community with a great deal of positive momentum and a deeply committed team of staff, elected officials and volunteers. I have truly enjoyed partnering with your team in the past. I look forward to working with the Town of Hardwick and the Planning Commission to determine the unique needs, goals, and opportunities for your community. I would be pleased to utilize my expertise with housing policy to draft bylaw revisions that will best serve the Town of Hardwick in achieving your community vision for housing.

Please don't hesitate to reach out with any questions. I look forward to further discussions with you and your team.

Sincerely,



Heather Carrington, Principal
Carrington Community Development Services, LLC

Proposed Scope of Services

Municipal bylaws can be powerful tools for either limiting or encouraging the production of housing in Vermont communities. The Vermont Agency of Commerce and Community Development Department of Housing and Community Development published *Enabling Better Places: A Zoning Guide for Vermont Neighborhoods* to assist municipalities in analyzing local bylaws to make incremental changes to encourage production of much needed new housing statewide. The publication recommends changes to six key areas of bylaws including: dimensional requirements, parking standards, allowable uses, street standards, accessory dwelling units (ADUs), and development review process.

The Town of Hardwick is well-positioned to address bylaw changes to support additional housing. The Hardwick Planning Commission has recently made bylaw changes to allow for larger accessory dwelling units (ADUs) to align with Vermont statutory requirements. In addition, the Hardwick Planning Commission has been in discussions about reducing the minimum parking required for new housing development and specifically requests that parking waiver language is included in the proposed bylaw changes. Lastly, the Planning Commission has expressed interest in exploring the possibility of implementing form-based code, and CCDS provided an overview of form-based code at the Hardwick Planning Commission meeting on July 13th, 2022. It is clear that Hardwick is ready and willing to make bylaw changes in support of development of new housing in the town.

CCDS is experienced in utilizing bylaws as a tool to promote housing production and affordability. The consultant proposes to assist the Town of Hardwick in bylaw modernization using the following approach.

Inventory & Analysis

What this phase entails:

1. Kick-off Meeting with Town Staff and Planning Commission
2. Site visits: Hardwick Downtown & East Hardwick Village
3. Stakeholder interviews and/or focus groups
4. Review of Existing Planning Documents
5. Review existing unified development bylaws
6. Identify potential gaps in bylaw alignment with Zoning for Great Neighborhoods
7. Hold initial public engagement meetings (2 of the 4 meetings)
8. Present inventory and analysis findings to Selectboard

The inventory and analysis phase of the project will involve listening and engagement, existing plan and bylaw review, data analysis, and identifying and defining gaps and areas for improvements supporting smart growth. At CCDS, we recognize that you know your community best. Robust engagement with stakeholders will allow us to best understand Hardwick's specific strengths and challenges, as well as the community's vision and goals for housing. The review of planning documents provide a roadmap for aligning the work to build upon local, regional and state priorities. While CCDS is very familiar with the *Zoning for Great Neighborhoods* publication, a thorough review of the

document's recommended bylaw strategies will be cross-walked with the Hardwick Unified Development Bylaws to highlight the unique opportunities and areas for improvement within Hardwick's zoning.

Listening & Engagement Phase

Project Kickoff Meeting We will begin the project with a start-up meeting between CCDS, the Hardwick Zoning Administrator and the Hardwick Planning Commission. This meeting will be attended and facilitated by Heather Carrington. The purpose of the meeting will be to examine the proposed project methodology in detail to ensure the approach will meet the needs of the Town of Hardwick, and to conduct an initial discussion during which we will identify information needs, project timeline, site visit schedule, etc. During this meeting we will:

- Introduce our respective teams
- Learn about additional project background and review the project approach
- Develop a list of key stakeholders and partners to facilitate additional data collection
- Discuss scheduling of meetings and interviews
- Schedule a 1-day site visit to tour Hardwick's designated downtown and the East Hardwick village center, and to hold key stakeholder meetings
- Review and adjust the CCDS internal project management plan
- Determine the best format for the monthly activity and progress reports
- Establish a regular project management Zoom meeting schedule and project management protocols, and
- Have a facilitated discussion with the Planning Commission to identify any major issues, opportunities, and obstacles (real or perceived), and any key steps needed for successful adoption of bylaw revisions.

Stakeholder and Partner Interviews/Focus Groups

In our experience, the nuances of issues and opportunities in any community can best be identified by members of the community. Information about available but underutilized resources or specific stakeholder needs frequently stay within the silo of individual businesses, non-profits, or institutions. The engagement process can help to surface information that has not been shared broadly across entities and can provide a more complete picture of the existing resources and gaps. The engagement process brings more perspectives to the table, resulting in better solutions. Community engagement also offers an opportunity to communicate the goals of the initiative with stakeholders. Community buy-in and join-in starts with community engagement.

We propose to perform up to 15 key stakeholder interviews and focus groups both in person and remotely. The consultant will rely on the Planning Commission and Hardwick staff to identify the list of key stakeholders to engage, which should include representatives from the following groups:

- Town staff
- Hardwick Planning Commission
- Heart of Vermont Chamber of Commerce
- Northeastern Vermont Development Association
- Non-profit affordable housing partners
- Local real estate and development professionals

- Downtown Hardwick and East Hardwick Village property owners
- Downtown Hardwick and East Hardwick Village residents
- Major area employers
- Vermont Housing Finance Agency staff (Community Research Manager)

The interviews will be conducted with individuals and/or small groups following an interview protocol to guide the discussions. As feasible, we will perform key stakeholder meetings and focus groups during a scheduled 1-day site visit. Any identified stakeholders who are not available to meet during the site visit will be interviewed via phone or Zoom. At this site visit we will also ask Hardwick Downtown Commission representatives to set up a tour for the consultant to better understand the extent of the proposed downtown designation, assets contained within, and the rationale for the delineation of the proposed boundaries.

Public Engagement Meetings (2 of the 4 meetings will be held in this phase)

Guided public listening sessions will be held to solicit further community input. These sessions will be developed and held in partnership with the town zoning administrator. One meeting will be held in downtown Hardwick, and the other will be located in East Hardwick. The consultant will work with the zoning administrator to develop a common set of questions to be used at each meeting to solicit community feedback and to frame the discussions. The meetings will involve: group brainstorming, dot voting, and three star rating to identify community priorities.

Deliverables: High level summaries of each stakeholder or focus group interview identifying interviewee(s) and major information collected during the discussion, summaries of the public input received at public engagement meetings, and synthesis of recurring themes identified by stakeholders.

Analysis, Identifying & Defining Phase

Existing Plan Review

- Hardwick Municipal Plan goals
- NEK Regional Plan goals
- Vermont Housing and Urban Development (HUD) Consolidated Plan 2020-2024
- Vermont Housing Needs Assessment
- 2018 Housing Study and Needs Assessment: Lamoille County and Hardwick
- Hardwick Unified Development Bylaws

CCDS has recently completed a downtown designation application for the Town of Hardwick, thus we are familiar with the 2019 Hardwick Municipal Plan and the NEK Regional Plan (2018 Amendment). The Housing Chapter of the Hardwick Municipal Plan provides high level policy direction but lacks specific goals for housing. Generally, we would recommend completing a housing needs assessment prior to engaging in bylaw modernization efforts. However, CCDS staff is experienced in performing extensive housing needs assessment work and will use the data analysis phase of the project to provide information that would be contained in a housing needs assessment. Identifying the specific challenges that we are seeking to solve and grounding them in data will drive the decision-making.

Data Analysis

After establishing a baseline understanding of some of the opportunities and challenges through our engagement with key stakeholders, CCDS staff will commence data collection to further clarify what we have heard. This phase will not only confirm the reported existing conditions in Hardwick, but may also reveal unrecognized strengths, weaknesses and needs. Analysis will focus on available data regarding:

- Community and downtown population demographics
- Hardwick housing data (using U.S. Census data, Vermont Housing Finance Agency Community Housing Profile, NVDA GIS data, Census on the Map, etc.)
 - housing tenure
 - occupancy characteristics
 - vacancy rates
 - median housing costs (renter & homeowner)
 - cost-burdened households
 - new housing construction
 - housing types available
 - age of existing housing
 - commuting characteristics of households
 - household access to vehicles
 - gaps in available housing (housing needs)
- Real estate development opportunities

Draft Opportunities and Challenges Inventory & Analysis

CCDS will integrate the results of both the stakeholder engagement and the data analysis to compile a draft Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The draft SWOT analysis will initially be shared with the Planning Commission and town zoning administrator for review to confirm the findings and identify what may have been overlooked. Once the Planning Commission has had the opportunity to provide any revisions and additions, and upon town staff approval, we will also share the SWOT analysis with the stakeholders who provided input during the initial phase. This check-in will keep community partners informed about the findings and process, will provide an opportunity for partner feedback, confirmation, and clarification, and will continue to keep partners engaged in mutual ownership and buy-in for the resulting draft bylaw amendments. Any partner feedback, additions, and revisions will be compiled for consideration by the Planning Commission.

Deliverables: SWOT Analysis, housing needs data gathered during the consultant data-analysis

Conceptual Framework - Goals and Priorities

What this phase entails:

1. Set Housing Goals and Priorities.
2. Identify Priority Bylaw Sections for Amendments.
3. Confirm Vision and Framework with Planning Commission, Selectboard, and the public (1 of the remaining 2 public engagement meetings will be held during this phase).

Strategy Phase

This phase will build on what we have heard and learned in the previous community engagement and data-analysis. A successful bylaw amendment process will clearly identify the issues that we are seeking to solve and the intended outcomes prior to commencing bylaw revisions.

Housing Goals & Priorities

The town housing goals are the building blocks for all the decisions to follow. These provide the high-level overarching vision with which we will weigh each potential outcome that we identify. The goals and intended outcomes will be the drivers for the focus areas of the bylaw revision work. Using the 2019 Hardwick Municipal Plan housing chapter as a policy guide, the consultant will present the results of the housing data analysis to the Planning Commission. The analysis will provide insight into the gaps in housing types and affordability thresholds within the project area. Using this information and the key stakeholder input, and aligned with the municipal plan policy guidelines, goals for future housing creation priorities will be developed. Proposed housing goals will be presented to the Hardwick Selectboard for their input and confirmation. Once the Planning Commission and Selectboard have established draft goals, we will regularly refer to the goals as guiding principles and signposts for our work.

Priority Areas for Bylaw Amendments

Next, the consultant will utilize the SWOT findings and housing goals to begin a prioritization process with the Planning Commission. The consultant will facilitate the Planning Commission in several working meetings to prioritize issues across all areas of the SWOT, which will begin to define the potential focus areas for the bylaw amendments. The discussion will be informed by an overview of precedent strategies used by other communities to give the Commission a sense of the range of possibilities for encouraging housing production through zoning. The discussion of potential bylaw revisions will be firmly grounded in the recommendations made in *Enabling Better Places: A Zoning Guide for Vermont Neighborhoods*. In addition, CCDS staff will lead the Planning Commission through the *Grounded Solutions Inclusionary Housing Calculator* to identify policy changes that will have the greatest financial impact on housing development costs, thus enabling production of housing that is affordable. CCDS is experienced with assessing bylaw barriers to housing development and has experience working with public bodies to draft recommended bylaw revisions to remove such barriers.

Confirming Phase

At this stage of the project the draft framework for the bylaw amendments will be ready to be presented to the public to confirm that we are moving in the right direction. Prior to developing the draft bylaws, we want to be sure that the proposed changes will meet community needs, goals and expectations. CCDS will assemble the deliverables from the above phase into a draft report to be delivered to the Town of Hardwick Selectboard at a public meeting for their feedback and public comment. The proposed materials to be provided in draft form include:

- Overview of stakeholder feedback

- Housing data-analysis report
- Draft priority housing goals and targets
- Recommended areas for bylaw revisions

Prior to the presentation to the Selectboard, CCDS will share the meeting materials broadly with stakeholders engaged to this point. These partners will be given the opportunity to provide written comment prior to the Selectboard meeting or public comment during the meeting. After the presentation, the consultant will compile the comments into a document to be provided to the Planning Commission. The issues raised will be discussed with the Commission and input incorporated in the planning.

Deliverables: Draft priority housing goals and targets, recommendations for priority bylaw revision areas, presentation to Selectboard and the Public

Draft Bylaw Revisions

What this phase entails:

- Development of draft bylaw amendments.
- Preparation of a Planning Commission report supporting the bylaw revisions.
- Final of the 4 public engagement meetings will be held during this phase.

CCDS will work with the Town of Hardwick and the Planning Commission to draft proposed bylaw amendment language. The draft amendments will be targeted to increasing housing choice, affordability, and opportunity in smart growth areas. This phase will primarily consist of working sessions with the Planning Commission and with the zoning administrator to develop draft revisions to the bylaws. The consultant will also assist in preparation of the Planning Commission report required by Vermont Statute to support the bylaw amendments. The bylaw revisions will require cooperation from the Town of Hardwick staff to supply necessary municipal documents. The following section delineates the additional documentation that will be supplied by the consultant during this phase and the documentation that will be supplied by the Town.

Consultant will supply:

- Overview of Vermont Housing Finance Agency's community housing profile (the consultant housing data-analysis will supplement the limited information provided on the VHFA site)
- Overview of applicable VHFA recommendations provided in the housing-ready toolbox.
- Spreadsheet comparing current Hardwick bylaws with the bylaw recommendations provided in [Enabling Better Places: A Zoning Guide for Vermont Neighborhoods](#).
- A review of the [Neighborhood Development Area](#) designation checklists as a model for pedestrian-oriented smart growth neighborhoods, compared to current Hardwick bylaws.
- Review of Hardwick bylaws compliance with State & Federal Fair Housing Law, including the fair housing provisions of Vermont's Planning & Development Act.

Town of Hardwick will supply:

- Municipal water supply and wastewater disposal information including capacity and system constraints and mapping (as available)
- Town Public Works Standards or any additional Town Street Standards beyond the Unified Development Bylaws
- Town inventories of existing non-conforming properties if available
- Town Attorney review of proposed bylaw revisions

As specified in the RFP, the draft bylaws will utilize and align with the above-listed resources. The draft amendments will also:

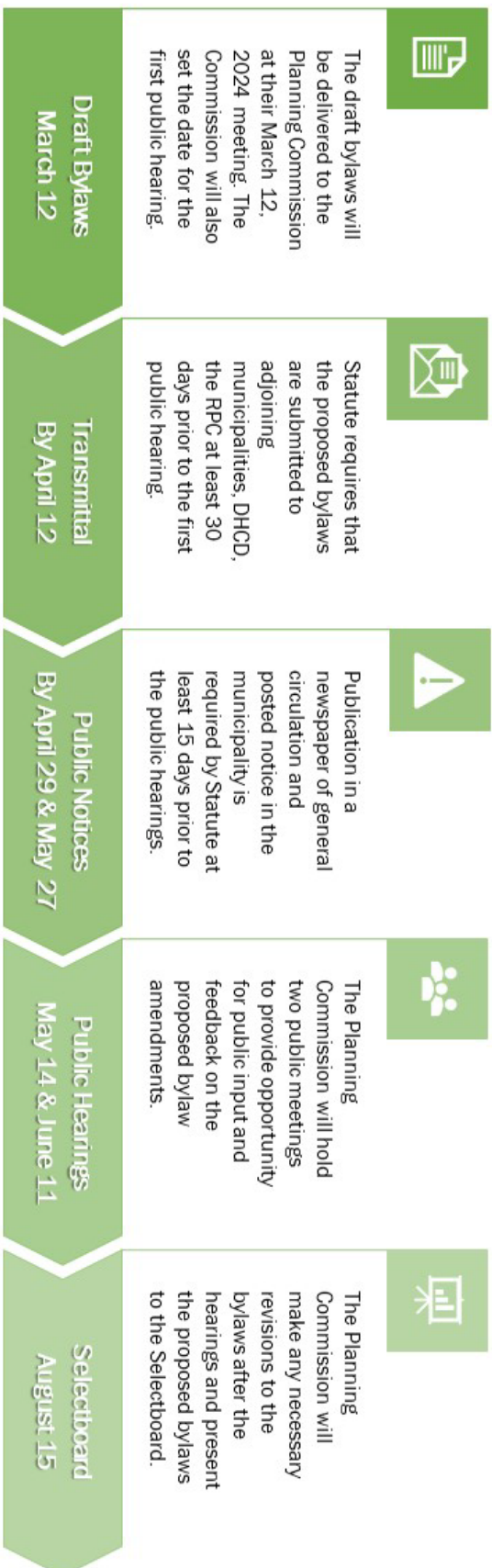
- Implement the municipal plan's housing chapter and further define housing goals.
- Avoid development of and minimize impact to important natural resources.
- Increase allowed lot/building/dwelling unit density by adopting dimensional, use, parking, and other standards that allow compact neighborhood form and support walkable lot and unit density, which may be achieved with a standard allowing at least four per acre or allowing obtention of a State and/or municipal water & wastewater permit to determine allowable density.
- Increase allowed housing types and uses, which may include duplexes to the same extent as single-family homes.
- Reduce nonconformities by making the allowed standards principally conform to the existing settlement (lots, buildings, and uses) within designated centers.
- Include street standards that implement the complete streets principles as described in [19 V.S.A. §309d](#) and that are oriented to pedestrians.
- Include parking waiver provisions.
- Avoid new development in flood hazard areas, undeveloped floodplains, and river corridor areas, unless lawfully allowed for infill development or as acceptable in [§§29-201 of the Vermont Flood Hazard Area and River Corridor Rule](#).

Deliverables: Documentation of comparative analysis of VHFA resources, NDA designation checklist, and *Zoning for Great Neighborhoods*, proposed bylaw amendments, Planning Commission report, public engagement meeting to present Planning Commission findings and report.

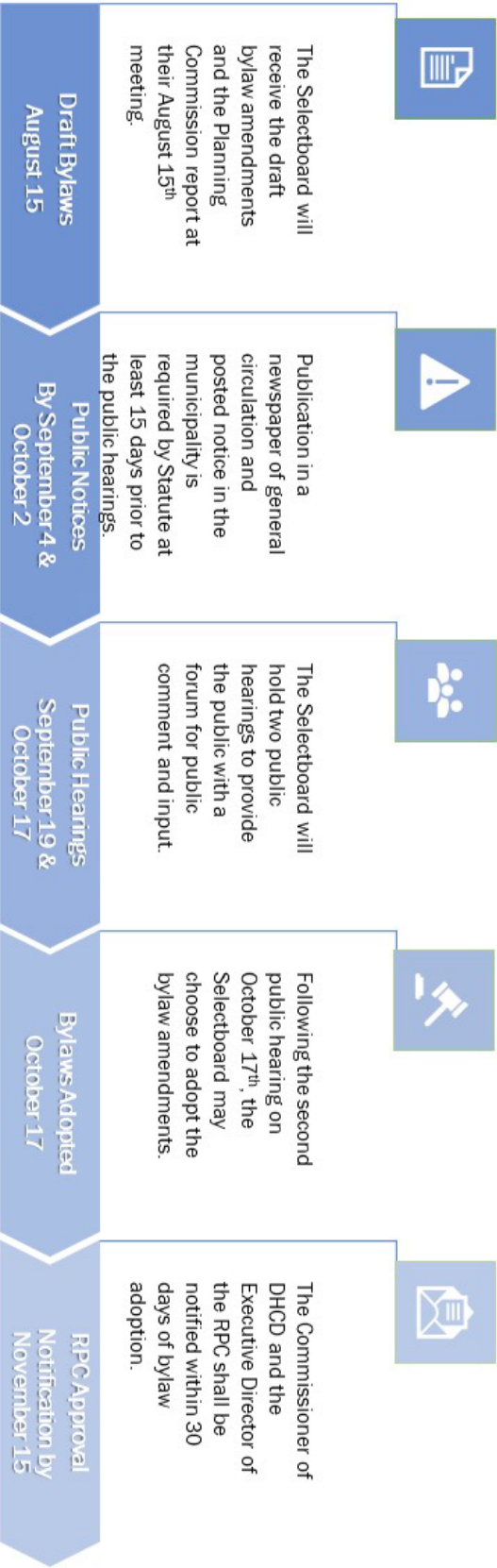
Adoption of Final Bylaw Amendments

Upon completion of the draft bylaw amendments and with the approval of the Planning Commission and zoning administrator, the full slate of proposed changes will be presented to the Hardwick Selectboard and the public in August of 2024. Bylaw amendments require very specific public notification and public hearings under Vermont State Statute. While the RFP specified October as the date for delivering the amendments to the Selectboard, CCDS recommends an expedited timeline to allow additional time for unforeseen delays in order to meet the Bylaw Modernization Grant deadline. The timeline allows for additional public hearings if necessary, while still providing time to complete the bylaw adoption and grant reporting by the January 31, 2025 deadline. The graphics on the following pages delineate the requirements and a proposed timeline for meeting them. CCDS proposes to follow the detailed steps and timeline presented in the graphics, including four (4) public hearings in total and preparation of all necessary public notice documentation. The Town of Hardwick will submit the documents provided to the appropriate newspaper of common circulation, post the notices, and make a copy of the draft bylaw amendments available for public review at the Town Clerk's office.

Planning Commission Statutory Requirements Timeline



Selectboard Statutory Requirements Timeline



Upon successful adoption of the bylaw amendments, CCDS recommends that the Town takes a proactive approach to informing the community and partners about the bylaw changes. Promoting awareness of the new development opportunities with both private and non-profit developers as well as individual property owners ensures that partners seeking to create additional housing understand the new regulations. This final phase is the direct invitation to stakeholders to take advantage of the changes, thus promoting the housing development which is the intended outcome of the project.

Schedule

We have reviewed the schedule provided in the RFP, but CCDS proposes a slightly adjusted timeline to allow for additional public hearings if necessary, while still providing time to complete the bylaw adoption and grant reporting by the January 31, 2025 deadline. The schedule can be adjusted to accommodate Town schedules, meetings or conflicts, as needed. Please see next page for Gantt chart with timeline of project phases and projected deliverables.

CCDS is prepared to start work immediately upon being selected.

Task Description	Timeline
1. Kick-off meeting w/consultant & Planning Commission	Tuesday, April 11 th , 2023
2. Consultant: Site visits, Hardwick Downtown & East Hardwick Village	April/May 2023
3. Consultant: Inventory & review existing planning documents	May 2023
4. Consultant: Review existing unified development bylaws	May 2023
5. Consultant: Determine areas of focus for bylaw revisions	June 2023
6. Consultant & Zoning Administrator: Identify key stakeholders	April 2023
7. Consultant: Conduct key stakeholder interviews	April/May 2023
8. Consultant & Zoning Administrator: Public engagement meetings (4)	June 2023, July 2023, April 2024,
9. Consultant & Zoning Administrator: Key stakeholder meetings (2)	June 2023, July 2023
10. Consultant: Working meetings w/Planning Commission (6)	May, June, July, August, September, October
11. Consultant: Working meetings w/Zoning Administrator (6)	May, June, July, August, September, October
12. Prep. & facilitation by consultant for 4 public hearings (2 held by Planning Commission, 2 held by Selectboard)	Planning Commission Public Hearings: May 14 th and June 11 th , 2024, Selectboard Public Hearings: September 19 th & October 17 th , 2024
13. Prep. & deliver draft amendments to Planning Commission	By March 12, 2024
14. Prep. for 3 presentations to Select Board & public (2 interim/1 final)	July 2023, September 2023, August 2024 with PC report and draft bylaws, public hearings to follow.
15. Project Completion	By December 1, 2024

Budget

CCDS proposes to complete the scope of work for the budget of **\$20,300** available through the Vermont Bylaw Modernization Grant from the State of Vermont and matching funds from the Town of Hardwick. CCDS proposes to provide cost savings to stay within the allocated budget as follows:

- Meetings will be held remotely whenever possible to reduce mileage costs.
- CCDS will request town staff and Planning Commission assistance with hyper-local and site specific tasks as needed.

The detailed project budget broken down by task is as follows:

Hardwick Bylaw Modernization Detailed Project Budget				
Task	Team Member	Hours	Hourly Rate	Task Total
1. Kick-off meeting w/consultant & Planning Commission	Heather Carrington	2	\$100	\$200
2. Consultant: Site visits, Hardwick Downtown & East Hardwick Village	Heather Carrington	8	\$100	\$800
3. Consultant: Inventory & review existing planning documents	Heather Carrington	16	\$100	\$1,600
4. Consultant: Review existing unified development bylaws	Heather Carrington	24	\$100	\$2,400
5. Consultant: Determine areas of focus for bylaw revisions	Heather Carrington	15	\$100	\$1,500
6. Consultant & Zoning Administrator: Identify key stakeholders	Heather Carrington	2	\$100	\$200
7. Consultant: Conduct key stakeholder interviews	Heather Carrington	10	\$100	\$1,000
8. Consultant & Zoning Administrator: Public engagement meetings (2-4)	Heather Carrington	24	\$100	\$2,400
9. Consultant & Zoning Administrator: Key stakeholder meetings (2)	Heather Carrington	2	\$100	\$200
10. Consultant: Working meetings w/Planning Commission (6)	Heather Carrington	10	\$100	\$1,000
11. Consultant: Working meetings w/Zoning Administrator (6)	Heather Carrington	12	\$100	\$1,200
12. Prep. & facilitation by consultant for 4 public hearings	Heather Carrington	28	\$100	\$2,800
13. Prep. & deliver draft amendments to Planning Commission	Heather Carrington	32	\$100	\$3,200
14. Prep. for 3 presentations to Select Board & public (2 interim/1 final)	Heather Carrington	18	\$100	\$1,800
	TOTALS	203		\$20,300

Heather Carrington, Principal

Carrington Community Development Services, LLC

30 North Street

Winooski, Vermont 05404

heather@ccdsvt.com

802.999.4689

STATEMENT OF QUALIFICATIONS

PROFILE

Consultant with over 10 years of community development experience focused on strategic planning, organizational development, grant writing, data-analysis, policy and program development, and public engagement facilitation in both municipal and non-profit sectors. Areas of expertise include downtown revitalization, business recruitment and retention, grant writing, affordable housing, strategic planning, public-private development partnerships, and organizational development. Carrington Community Development Services was founded in 2022 as a sole proprietorship with the principal performing all project tasks and activities.

AREAS OF EXPERTISE

- | | |
|-------------------------|--|
| ▪ Community Development | ▪ Organizational Development |
| ▪ Economic Development | ▪ Housing Policy & Program Development |
| ▪ Strategic Planning | ▪ Public Engagement Facilitation |
| ▪ Grant Writing | ▪ Research & Data-Analysis |
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EXPERIENCE

COMMUNITY AND ECONOMIC DEVELOPMENT OFFICER, CITY OF WINOOSKI**2016-2022****Key Accomplishments**

- Housing Policy and Development: Developed structure and wrote charter establishing Winooski Housing Commission. Used targeted recruitment to build the Commission membership with broad housing expertise. Facilitated development of Housing Chapter of the 2019 Winooski Master Plan with data-driven analysis of community housing needs. Identified housing gaps in Winooski and established housing targets. Developed gentrification monitoring tool and provided annual gentrification reports to City Council and the public. Established and wrote Winooski Housing Trust Fund policies and program

structure. Provided recommended bylaw amendments to Winooski Planning Commission to encourage additional housing construction. Organized and facilitated the 2018 Winooski Housing Summit. Negotiated the subdivision and donation of city-owned property to Champlain Housing Trust for the development of 20 affordable townhouses for homeownership and served as the City-end project manager. Served as a speaker at several state, regional and local housing conferences including: Vermont Statewide Housing Conference 2018 presentation of *Zoning Predictability + Infrastructure = Setting the Municipal Stage for Housing*, panelist for *Housing Committees as a Tool to Meet Local Housing Needs* webinar 2020 (video linked on VHFA Housing Ready Toolbox website), and presenter at Chittenden County Housing Convening 2018. Provided guidance and assistance to South Burlington Affordable Housing Committee and the Essex Joint Housing Commission. City of Winooski received the 2023 Champlain Housing Trust Community Award for work on affordable housing.

- Grant Writing: Identified, wrote applications and secured over \$3 million in grants with a 100% grant win rate for the last 2 years. Successful grants include 2 VCDP awards, a Northern Border Regional Commission Grant, Working Communities Challenge Planning and Implementation Grants, 2 successful Sales Tax Reallocation awards, a VTrans Bicycle and Pedestrian grant, 2 Downtown Transportation Fund grants, and 6 Municipal Planning Grants.
- Downtown Winooski Organization: Successfully spearheaded initiative to restructure Downtown Winooski's mission and organizational structure to transition the organization to a business support model, and to build an entirely new board consisting of at least 50% Winooski business owners. Worked with board to write new organizational bylaws reflecting the new structure. Recommended, initiated and successfully presented request for new Local Option Tax funding for the organization to Winooski City Council for approval. Advised and guided the organization in hiring the first full-time executive director of Downtown Winooski, Inc.
- Business and Real Estate Developer Support, Recruitment and Retention
- Data Management and Program Compliance
- Event Management and Permitting

EXECUTIVE DIRECTOR – UVM EXTENSION MASTER GARDENER

2012-2016

- Managed volunteer train-the-trainer program for the State of Vermont.
- Planned and managed the annual Extension Master Gardener Course, VT Master Composter Course and Advanced Trainings.
- Oversaw activities of 900 volunteers statewide.
- Managed statewide EMG Helpline operations (volunteer staffed hotline).
- Responsible for budgeting, fundraising and grants management for self-funded organization.
- Promoted the EMG program through television appearances and speaking engagements.
- Developed new programming and policy.
- Evaluated and reported program impacts and outcomes.
- Managed EMG website, state Blog and online calendars.

EXECUTIVE DIRECTOR – NEW YORK STATE URBAN COUNCIL

2011-2012

- Provided communities with technical assistance, peer-to-peer counseling, and a professional network designed to provide them with the tools they need to develop successful downtown revitalization strategies.
- Grant administration (We Live NY)
- Event and workshop coordination
- Statewide downtown advocacy
- Maintained the NYS Urban Council website, membership database, and contact with membership via email blast regarding urban issues, opportunities, and policy.
- Oversaw NYS Urban Council staff.

**DIRECTOR OF ECONOMIC DEVELOPMENT – DOWNTOWN COMMITTEE
OF SYRACUSE, INC.**

2011- 2012

- Recruited business, industry, housing development and retail to downtown Syracuse.
- Supported existing business through problem resolution, retention activities, and served as a liaison with local and state agencies to obtain available assistance.
- Grant writing – won \$2.75 Million in grant funding over 12 months
- Grant Administration – oversaw New York Main Street Grant Program (\$800,000 to over 30 projects in Syracuse)
- Event coordination – Downtown Living Tour (2,100 attendees), Retail Recruitment Events
- Public speaking, media communications
- Served on City of Syracuse advisory committees and not-for-profit boards to promote programs and activities in the interest of downtown – SMTC Wayfinding Committee, Public Arts Committee, Creekwalk Wayfinding and Branding Committee, Syracuse Poster Project Board of Directors, 40Below Co-Working Space Task Force, SMTC Erie Canal Trail Advisory Committee

EDUCATION

Master of Landscape Architecture, State University of New York, College of Environmental Science and Forestry (SUNY-ESF) Syracuse, New York 13210

Bachelor of Psychology, Wells College, Aurora, New York 13206

MEMBERSHIPS

Vermont Community Development Association
International Economic Development Council
Vermont Council on Rural Development
American Mensa

REFERENCES

Jessie Baker, City Manager, City of Winooski, 2017-2021

Currently City Manager, City of South Burlington

Email: jbaker@sburl.com

Phone: (802) 760-9123

Michael Monte, Chief Executive Officer, Champlain Housing Trust

Email: MMonte@champlainhousingtrust.org

Phone: (802) 862-6244

Seth Leonard, Managing Director of Community Development, Vermont Housing Finance

Agency (VHFA), Mayor of Winooski, 2015-2019

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