Section 1. Executive Summary

This project proposes the development of public marina opportunities for transient and seasonal boaters, parks and recreation amenities, and waterfront access through the introduction of a marina and land-side waterfront facilities at Perkins Pier. As do most concepts that propose to increase dockage opportunities, this project requires an expanded breakwater system. Components of the project include:

- Marina Expansion South of Perkins Pier Introduce "L"-shaped floating wave attenuator to support 185 new berthing slips; provide new service dock (defined as a dock dedicated to boater services which includes access to fuel, waste removal, potable water and basic provisions) & two attendant stations (defined as the area where dock staff is strategically located to assist boaters upon docking); expansion of dingy docks; dedicate existing craft launch to small craft and introduce second small non-motorized craft launch with ADA launch access to south; relocate existing moorings.
- Landside Support Facilities Raze existing Lyman building that was rendered uninhabitable by the spring 2011 floods; construct new landside, two-three story boating services facility; introduce a new separate service garage for Parks marina maintenance and storage.
- Shoreline Resiliency Stabilize the existing shoreline through the introduction of sheet pile treatments; raise sea walls/adjacent ground level to 103' (current park floods at 99'); redesign the Perkins Pier green to incorporate resiliency and storm water management.
- Public Access Maximize public access to the water through open access from the floating attenuator as a "park" on the water; create public opportunities in land-side facilities.
- Playground Renovate existing playground with nautical influence/theme.
- Car & Bike Parking Formalize existing parking and introduce multi-space meters at Perkins Pier; integrate covered bike parking.
- Wayfinding Improve wayfinding through the incorporation of gateway/kiosk signage; incorporate educational interpretation and bike path wayfinding.
- Dock Expansion at Boathouse Introduce a new main (defined as the center walkway of a docking system that slips are attached to, creating dock spaces; also where utilities for docks are located) on the northern side of Boathouse adjacent to the existing mains to support new berthing slips; this addition will both expand capacity and provide protection to the existing inner dock system.
- College Street Outfall Extend the College Street separate stormwater outfall pipe; line the existing corrugated metal pipe from parking lot entrance to outfall to ensure long term infrastructure sustainability in the area; this improvement will enable the proposed dock expansion at the Boathouse **(see Appendix A)**.

- The "Green Machine" Incorporate vegetation and bioswales to support storm water mitigation and the "Green Machine" (waterfront storm water infrastructure) and improved aesthetics.
- Burlington Bike Path Upgrade main spur of bike path circulating around Perkins; open up site lines and integrate Bike Path rehabilitation plans; widen the bike path to current standards (11' wide paved path with 2' wide soft shoulders on either side).
  Note that the costs and project schedule for the improvement of the bike path are contained separately within the Bike Path Rehabilitation Project **(see Appendix B)**.

This project's TIF request is $3 million and it best uses the City's limited Tax Increment by meeting extensive environmental needs and well-known boating recreation demands:

- Increased Harbor & Shoreline Protection The proposed floating wave attenuator provides new protection for new marina facilities as well as existing transportation and tourism business on the waterfront. The project will bolster access to and from Lake Champlain, increase water and land-side services, and vastly expand both recreational and cultural experiences for residents and visitors by increasing universal public access to the City's waterfront.
- Marina Expansion Expanding currently limited boating access to Burlington not only provides direct economic benefit to Department operations, but by increasing the capacity to host visitors, poses substantial indirect economic benefit to the entire city. Lake Champlain and Burlington Harbor in particular, are the defining features of our city. Current demand for access to current facilities far exceeds capacity and, as a result, each year thousands of potential visitors to Burlington are turned away.

Our proposal team is comprised of experts whose combined strengths and vision enable superior project execution and completion:

- City of Burlington Department of Parks and Recreation Parks, recreation and planning professionals with expertise in day-to-day park operations, marina management, event management, recreational programming, and short and long-term project planning.
- City of Burlington Department of Public Works Engineering and planning professionals with expertise in infrastructure design and implementation.
- Sasaki Associates International environmental design professionals with expertise in urban design, landscape and stormwater remediation, architecture, and place-making.
- The Dock Doctors Marine professionals with years of experience in the design, permitting, manufacturing, service and installation of all types of residential and commercial waterfront products.
- Maritime Engineering Consultants, Inc. Civil/Structural consulting engineer with over 40 years of experience specializing in the design of marine structures.

- VHB (Vanesse Hangen Brustlin, Inc.) Engineering professionals with expertise in engineering (including environmental and geotechnical), bike and recreational path design, landscape design, and place-making.

Additional city partners will include Department of Public Works (DPW), Community Economic Development Office (CEDO), Planning & Zoning (P&Z), and the Burlington Electric Department (BED). Additional local partners will include ECHO, Lake Champlain Transportation (LCT), Burlington Business Association (BBA), the University of Vermont (UVM), and the Sailing Center.

Section 2. Approach to the Project

A. Project Need

The primary inhibitor to further waterside economic and recreation development is the lack of protection in the southern harbor. This expansion will enable the reconstruction of the Perkins Pier shoreline and the elevation of the land-side and ground plane (from 99' to 104'). Perkins Pier has been has been repeatedly and historically degraded by flood damage because of frequency and intensity of extreme weather events.

Currently, 82% of the weekends within the operating season, the City is turning boaters and potential revenue away from Burlington Harbor because of a lack of capacity. Additionally, our seasonal boating wait list has over 400 names. Depending on boat size, the wait can be anywhere from 3 to 10 years. The current marina has limited to no capacity for seasonal boats over 40' in length. Very few slips can accommodate vessels over 50 feet in length. This year alone, 75% of the boats on our transient wait list were above 30' in length, turning away more than $75,000 in revenues. Trends clearly indicate an influx of larger vessels traveling to Burlington; the majority of these transient boats come from Canada.

Transient Boater Waitlist Data			
	Boats on Waitlist	Boats over 31'	% over 31'
2013	948	695	73%
2012	840	555	66%
2011	360	250	69%

As mentioned, the proposed landside facilities will replace the existing Lyman building, destroyed by the historic 2011 floods, and provide much-needed storage and maintenance space for the waterfront. Every square foot of the Community Boathouse has been maximized to support boater amenities. Room for the expansion of land-side support in the area of the Boathouse and Waterfront Park is exceedingly scarce, making expansion at Perkins a natural solution.

The formalization of the existing parking areas, combined with City-wide parking infrastructure, alternative transportation management, and the Bike Path Rehabilitation

improvements are sufficient to meet the parking demands of this facility and these proposed improvements. This project will continue to build upon the existing legacy of Burlington's boating history while addressing the clearly defined and documented need for recreational boating expansion.

Improvements to the College Street Outfall will reduce the significant amount of sediment that occurs due to the current position of the outfall. It will improve boating access in the marina, currently restricted by existing sediment build up. The project also proposes to line the existing corrugated metal pipe from the Pease Lot entrance to the current outfall to ensure long-term infrastructure stability. This is already a high-traffic area and with the proposed Boathouse marina dockage expansion and the proposed Sustainability Plaza at ECHO, this repair is an essential infrastructural component. Water quality in the area will be significantly improved through this important repair to the stormwater outfall.

As mentioned in the concept statement, this proposal advances specific strategies as proposed by Plan BTV, the Harbor Plan and the Waterfront Revitalization Plan. Major themes include:

- Maintaining and enhancing public access to the water (WRP, HP, BTV)
- Significantly expanding the number of slips for seasonal and transient boaters (WRP, HP, BTV)
- Improving marine services (WRP, HP, BTV)
- Strengthening the physical link between the waterfront and downtown (WRP, HP, BTV)
- Physical enhancements that support connecting corridors (WRP, HP, BTV)
- Supporting places for all to enjoy, water use expansion through expanded dockage and complementary marine services, minimizing impacts on water quality from contaminants flowing from the land into the water, achieving Vermont Clean Marina status (BTV)
- Supporting Burlington place-based themes: vibrant economy, active & healthy living, environmental & cultural stewardship, sense of place, creativity & innovation (BTV)
- Addressing changing climate (BTV)
- Supporting the Green Machine through green streets, green bike path, rain gardens, bioswales, infiltration parks, (BTV)
- Supporting Elements of the Plan – North & South Waterfront (BTV)

In addition, this proposal builds upon and complements the Burlington Bike Path Rehabilitation (managed by DPR), currently underway. Again, note that Burlington Bike Path Rehabilitation is an entirely separate project that was approved by the voters in 2012. The conceptual redesign & engineering of the entire path began in June of 2013 and construction within the Waterfront TIF district is slated for the fall of 2014.

B. Project Details

This project is designed to significantly expand the marina services at Perkins Pier to meet a clearly evident market demand and, in doing so, strengthen the City's identity as a nautical base and harbor community. The project includes water and landside improvements, both essential to the operation, to holistically improve and expand upon Burlington's historical boating legacy **(see Appendix C)**.

Key concepts include:

- Improved Connectivity
- Site activation through recreation/boating opportunities
- Universal design: proactive ADA/universal access for all
- Enhanced public access to the water
- Stormwater management
- Anchor community identity & sense of place

The floating wave attenuator provides several distinct functions:

- The City's potential to increase the number of slips in the Burlington Harbor is directly restricted by the need for additional wave protection and significant expansion may not happen anywhere in the harbor without the introduction of additional wave protection; the proposed "L"-shaped attenuator will enable marina expansion at Perkins Pier while protecting susceptible adjacent land.
- By design, the attenuator is approximately 21 feet wide and features a public pavilion at the corner; the attenuator will serve as a "park on the water", providing water access to visitors to enjoy a spectacular perspective completely surrounded by Lake Champlain.
- The attenuator includes approximately 900 linear feet of calm weather temporary dockage along the outer perimeter of the attenuator which allows for the accommodation of larger recreation vessels and for the hosting of significantly larger education or traveling vessels, like tall ships.

The Perkins Pier marina design comprises:

- 185 berthing slips
- Gangways with utilities
- 400 linear feet of in-water dingy storage
- Approximately 102 pedestals with power & water at each slip
- Wi-Fi access
- Service dock with fuel
- Two attendant stations
- Two ADA accessible quick-launch kayak and canoe ports
- Reconstruction of the Perkins Pier shoreline: replacement of existing timber vertical walls with steel sheet pile wall and the extension of the sheet pile wall along southern shoreline

Landside facilities include a two- to three-level support building and maintenance structure:

- Marina facilities including showers, bath and laundry service
- Public restaurant that seats 130+ with an outdoor deck and rooftop bar
- Two small-scale storefronts for commercial rental; it is desirable to consider commercial marine businesses to occupy one if not both of these spaces, which would fulfill a currently unmet need at the waterfront
- Parks & Recreation office space and conference room
- Public, rentable co-work space
- Separate maintenance structure with three-bay garage for storage and work space, small non-motorized craft storage, fuel tank storage, and covered bike storage

Landscape treatments include:

- Elevation of the land-side and ground plane from 99' to 104'
- Formalization of existing parking spaces
- Redesign and integration of playground, recreational path, boardwalk and landscape elements

This project clearly complements multiple, other existing, ongoing, and proposed projects for the Waterfront.

While this project as a stand-alone has the potential to have an extremely beneficial impact on the community, this proposal, in conjunction with other Parks PIAP proposals (the Waterfront Park Upgrades and the Urban Reserve Interim Management Improvements) has the capacity to infuse new life into the essential spine of the city that is our waterfront. These three proposals inherently and strategically work together to tie larger-scale civic and infrastructural systems together, improving connectivity, storm water flow & vegetation, sense of place, city identity, and user experience.

These three Parks proposals are physically situated next to each other, from south to north: Marina Services Improvement & Expansion, Waterfront Park Upgrades, and Urban Reserve Interim Management Improvements **(see Appendix D)**. Intentional, unified design gestures, such as incorporating boardwalks, coordinated lighting, holistic storm water strategies and the introduction of public water access opportunities, are cohesive and deliberate. When considered in combination, these three proposals seek to comprehensively build upon and improve the historic legacy that is the identity of the Burlington Waterfront.

This project complements existing operations while expanding the current offerings of the Community Boathouse and greater waterfront. While this project proposes significant expansion, this growth will spur the realization of considerable operational and infrastructural efficiencies; vastly improve visitor opportunities, comfort and security; and sustain increased local economic revenues.

C. Catalytic Effect on Economic Development

While our operating model is not yet fully determined, currently we generate revenue through seasonal and transient slip rentals, hourly dockage, and pump out services. In year one of operation, this facility will generate in excess of $1.3 million in gross revenues **(see Appendix E)**.

Direct economic activity:

- 74 seasonal slips at Perkins Pier
- 111 transient slips at Perkins Pier
- Boater services (pump out, fuel, showers, small craft storage, laundry)
- Facility revenues (concessions, commercial lease space)

Indirect economic activity:

- Increase in sales tax
- Increase in Rooms & Meals Tax

Note: There is a potential for the landside building to have a private and/or debt component, which would reduce the direct operating revenues but increase indirect tax revenues and represents the potential for direct growth of the grand list.

D. TIF Eligibility and Regulatory Compliance Analysis

TIF is an appropriate funding tool for this project. This project as explained above will have both direct and indirect economic impacts. Current facility limitations and missing facility components severely restrict the waterfront's recreation potential and economic impact. Additionally, the development of this project presents an opportunity to grow TIF capacity.

It is our opinion that the proposals will satisfy regulatory requirements as set forth by Act 250, Lakes & Ponds, Fish & Wildlife, and Army Corps.

E. Accessibility

A key concept of this proposal is to improve access for all users, more specifically by utilizing the principles of universal design - a design concept that recognizes, respects, values and attempts to accommodate the broadest possible spectrum of human ability in the design of all products, environments and information systems[1]. Principles include:

- Equitable Use The design is useful and marketable to people with diverse abilities.
- Flexibility in Use The design accommodates a wide range of individual preferences and abilities.
- Simple and Intuitive Use The design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
- Perceptible Information The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's abilities

- Tolerance for Error The design minimizes hazards and the adverse consequences of accidental or unintended actions.
- Low Physical Effort The design can be used efficiently and comfortably and with a minimum of fatigue.
- Size and Space for Approach and Use Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

No member of the public will be excluded from being a potential user and beneficiary of the project. Universal design fully encompasses ADA accessible design and beyond.

F. Environment

This project is built from environmental strategies that include shoreline resiliency, erosion control, storm water management and energy conservation through specific actions:

- Lake Health Floating wave attenuator design allows for a better flow of water, nutrients, habitat and marine life than a "hard" break water system that touches the bottom of the lake.
- Shoreline Resiliency Enhancement and reinforcement of the existing shoreline structure.
- Stormwater Management Advance the "Green Machine" as developed through Plan BTV: Downtown & Waterfront by incorporating vegetation that supports stormwater and enhances sight lines; mitigate of 100%+ of site storm water on-site through Silva cell, bioswale, and green roof installations; reduction of sediment at the College Street stormwater outfall.
- Energy Efficiency & Conservation Design for LEED certified landside facilities; introduce energy efficient light fixtures and low-flow plumbing fixtures to reduce energy consumption and publically promote a smarter use of resources.
- Dark Sky Compliance Select light fixtures that are dark sky compliant *to preserve and protect the nighttime environment and our heritage of dark skies through environmentally responsible outdoor lighting*[2]

G. Public Art

Thoughtful landscape and environmental design are essential components of the public art realm; serving more than backdrops for artistic expression – they in themselves are prime examples of artistic expression. This project provides opportunities for both "soft" public art integration (through plantings, vegetation, etc.) and "hard" public art integration (though feature sculpture, material selection, and interpretation). Opportunities for the integration of public art may be also realized through the design of the nautically-themed playground.

1% of this project budget has been dedicated to the incorporation of public art within the proposal.

Public art is also an essential component of the Bike Path Rehabilitation project and opportunities for the integration of public art along the 8-mile path will be specifically incorporated into the rehab project through the design process that is currently underway.

H. Housing

While this project does not incorporate housing, it seeks to improve the neighborhood quality of life for existing residents. There are some considerations for developing housing in conjunction with the Marina facility that may allow for a greater level of private equity in the development of this project.

I. Walk-ability and Bike-ability

As mentioned, the rehabilitation of the Burlington Bike Path is a complementary project that is also underway, currently in the design and engineering phase with construction anticipated for fall of 2014.

As part of this project, the existing bike path at the southern end of Perkins Pier (paralleling the access road to the water treatment facility) will see improvement in both structure and sight lines. The enhancement of this loop will improve connectivity from our southern end of the harbor to our downtown district and events site.

Where possible throughout Perkins Pier, the bike path will be widened to the current standards (11' wide paved path with 2' wide soft shoulders on either side) per the Burlington Bike Path Rehabilitation project. The combination of the improved bike path network and expanded boardwalk system will sustain a dynamic, secure bike and pedestrian environment.

Section 3. Communication and Collaboration

A. Approach to Working Effectively with Regulatory Agencies

Current zoning and permitting rules allow for this project; these concepts build upon already zoned uses in the area. Our approach to working thoughtfully and effectively with regulatory agencies is outlined below. Anticipated regulatory issues are described.

- Zoning/Permitting Current zoning and permitting rules allow for this project; this proposal builds upon already zoned uses in the area.
- Storm Water DPR works hand in hand with the Storm Water Administrator and we are intentionally incorporating low impact design (LID) strategies.
- Water/Waste Water Project has preliminarily been reviewed by Waste Water Engineer.

- Army Corps Utilizing existing relationships, DPR and DPW are poised to attain necessary permits for accessibility on the water and shoreline stabilization.
- Lakes & Ponds Utilizing existing relationships, DPR and DPW are poised to attain necessary permits for accessibility on the water and shoreline stabilization.
- Right of Way Project is not expected to trigger permitting through this agency.
- Archeology Project is not expected to trigger permitting through this agency.
- Building Trade Permits Project is not expected to trigger permitting through this agency.
- Hazardous Sites Utilizing existing relationships, DPR is poised to attain necessary permits and sampling for soil work.

B. Community Stakeholders and City Committees

DPR has been proactively engaging all of these groups and the citizenry at large through individual conversations, regular meetings, and through the comprehensive Parks Master Planning effort. We have been utilizing traditional public forums, a statistically valid survey **(see Appendix F)**, social media and peer-to-peer outreach to develop public input and promote community dialogue. The following groups have had - and will continue to have - a role in the project's development and future management.

Community Stakeholders & City Committees:

- Parks & Recreation/Harbor Commission
- Parks, Art, & Culture City Council Committee (PACC)
- Waterfront Event Advisory Committee
- Conservation Board
- Waterfront Action Group (WAG) - Burlington Business Association's advisory group
- Planning Commission
- City NPAs - Neighborhood Planning Assemblies

Section 4. Experience

A. Expanded Project Team

i. Description of Organizational Structure and Staffing

The Department of Parks & Recreation is thoroughly committed to enhancing our community's recreational, economic and social opportunities through this project. This process provides a historic opportunity for our community to reshape our interaction with the waterfront and Lake Champlain. As a Department, we are honored to be integral partners in this process.

See Appendix G for the organizational structure and staffing chart.

ii. Team Bios

- **Jesse Bridges, Director and Harbor Master, Department of Parks & Recreation**
  Jesse was first appointed by Mayor Miro Weinberger in October of 2012. As the Director of Parks and Recreation, Bridges oversees all of Burlington's 37 parks, 550+ acres of open space, 3 public beaches, street trees & greenways, community gardens, 3 cemeteries, the Miller Recreation Center, Leddy Ice Arena, Memorial Auditorium, and all recreation programs. He also serves as the City's Harbormaster overseeing the public marina and harbor activities. Prior to joining the City, Jesse served as the Associate Director of Major Gifts - Athletics and Director of the Victory Club at the University of Vermont Foundation. He served a dual role in the athletic department as an Assistant Director of Athletics overseeing the Victory Club (athletic department annual fund) and ticket operations while also focusing on budget preparation, revenue forecasting and technology. Bridges received his B.A. in History in 2002 and a Masters in Public Administration in 2008, both from the University of Vermont. As a volunteer Jesse has passions in politics and education serving on numerous campaigns throughout his time in VT. A graduate of the Lake Champlain Regional Chamber of Commerce Leadership Champlain program class of 2011, Bridges joined the Board of Directors in 2012 and serves as the Vice Chair.

- **Jen Francis, LEED BD + C, Parks Planner, Department of Parks & Recreation**
  Jen is an architectural/urban designer, artist, and, since 2011, the Parks Planner for the City of Burlington. In this role, she manages the City's Penny for Parks Program, parks capital improvement projects and parks planning efforts. After graduating from UW-Milwaukee with a degree in architecture in 1997, Jen was a builder on the Denis Sullivan, a great lakes schooner. Architectural design work took her to Switzerland, followed by graduate studies in St. Louis, Argentina and New York City where she earned Masters of Architecture and Urban Design degrees from Washington University in St. Louis in 2006. As an architect & urban designer in St. Louis, she was part of a small team that designed and constructed the *Audubon Center at Riverlands*: a visitor's center/bird sanctuary at the confluence of the Missouri and Mississippi river flyway. She has successfully completed master plans for several communities in the St. Louis region. Jen's research has focused on sustainability and the impacts of arts/culture on community through environmental design; she has worked with multiple organizations with the specific focus of enhancing community identity. In 2009, she co-edited the international urban design compendium: *Making the Metropolitan Landscape* published by Routledge.

- **Erin Moreau, Waterfront Manager, Department of Parks & Recreation**
  Erin has worked on the Burlington Waterfront since 2000. She started as a young seasonal Dockmaster at the Burlington Boathouse Marina fresh out of high school. She graduated from University of Vermont in 2004 and started full time with the

Department shortly after. Erin briefly left the waterfront to help the Department open a brand new facility, the Miller Community Center. Back to the water, she assumed management of the Marinas and Waterfront Facilities in 2009 after significant Department transformation and focused on delivering excellent customer service while integrating efficient staff systems, sound financial protocols and strengthened community partnerships throughout the waterfront. In 2012, the Waterfront Division was created to include the campground operations, waterfront parks and beach operations, which Erin now oversees. Although the job requires significant more desk time, you may still find her out in the Harbormaster boat patrolling and enjoying Burlington harbor.

- **Deryk Roach, Parks Superintendent, Department of Parks & Recreation**
  Deryk is the Superintendent of Park Maintenance and Operations for the Burlington Department of Parks and Recreation. His primary function is to oversee several programs within the Parks Division including facility support, grounds maintenance, trees and greenways, and horticultural maintenance operations in 37 public parks, 26 miles of paths and trails, and the City's conserved open spaces and urban wilds. Previous to his employment with the City of Burlington in 2011, Deryk was the Assistant Director of Open Space and Park Maintenance with the City of Springfield, Massachusetts. He received his A.S. degree in Arboriculture and Park Management from the Stockbridge School of Agriculture and later a B.S. degree in Urban Forestry from the University of Massachusetts. Deryk has brought forth experience from working in the commercial tree care and golf course industries, as well as practical education via the Student Career Experience Program (SCEP) for the U.S. Forest Service and the U.S. Army Corps of Engineers. Specializing in maintaining various levels of property for both passive and active recreation, Deryk finds passion in complementing natural processes and conserving nature for generations to come.

- **Todd Greenough, Facilities Foreman, Department of Parks & Recreation**
  Todd has been with the Department since the Spring of 1983 and worked at multiple capacities from grounds, docks, trees, seasonal operations, maintenance, and facilities. He manages the Facilities Maintenance core of four staff to support all Parks & Recreation infrastructure, as well as several other City facilities with an additional Custodial Staff of ten. Todd has been fully vested in the development of the waterfront, designing three of the four dock systems and the transient mooring field at the Boathouse in addition to Staff management and support of numerous Waterfront events. He has completed cycles of Parks facility renovations and maintenance, in addition to sign development systems throughout the parks, bike path, and trail systems. In the last several years, Todd has made strides to consolidate a number of City facility services and contractual agreements in an effort towards accountability, cost savings and streamlining maintenance needs. Examples are the consolidation of extinguisher inspections and servicing, custodial product

inventory and ordering, and HVAC / boiler water treatment systems. From spring through fall, you can find Todd spending most all his free time at camp in Highgate Springs enjoying friends, family, and granddaughters.

- **Jon Adams-Kollitz, Parks Project Coordinator, Department of Parks & Recreation**
  Jon implements parks capital improvement projects in the City's Penny for Parks program. He also handles a portion of department communications and coordinates the annual Mayor's Multi-Modal Tour and Halloween Bike Ride. Prior to that, Jon served as the Interim Coordinator of the Burlington Sustainability Action Team, worked on the City's Climate Action Plan update and coordinated implementation amongst 30 City staff. Jon began his City of Burlington career with the Community & Economic Development Office where provided business technical assistance, coordinated events, and co-founded the BTV Bike Cluster. Jon has a bachelor's degree in landscape architecture from the University of Wisconsin, did graduate study in urban planning & design at KTH in Stockholm, Sweden, and was an intern with ICOMOS/HABS in St. Petersburg, Russia and Washington, DC. He is a licensed landscape architect in Wisconsin and a Certified Playground Inspector. Before moving to Burlington, Jon owned and operated a small landscape architecture design/build company, specializing in artistic and ecological landscapes, native plantings and children's play environments. He has worked as a landscape architect on FHWA projects for the National Park Service, both at Yellowstone, working on the night shift amongst geysers & grizzlies, and Glacier National Park, where he worked on reconstruction of the historic Going to the Sun Road.

- **Nick Warner, Project Manager and Brownfield Specialist, CEDO**
  Nick works on a variety of development projects for the City of Burlington. He has directed the City's EPA-sponsored Brownfields Redevelopment Program since the City's first EPA Assessment Pilot grant in 1997, works on waterfront and harbor development projects, and is coordinating the development of a new aviation training center at Burlington International Airport. His accomplishments include acquisition of over $3 million in federal funding, two designations as an "EPA Brownfields Showcase Community" finalist, and work as a Mentor for the U.S. Conference of Mayors Brownfields exchange to Wheeling, West Virginia.

- **Megan Moir, Stormwater Manager, Department of Public Works**
  Megan has served as the manager of the City of Burlington Stormwater Program and the administrator of the Stormwater and Erosion Control articles of the City's Chapter 26 Wastewater, Stormwater and Pollution Control Ordinance since 2009. She has ten years of technical expertise in stormwater management and erosion prevention and sediment control, including the development and review of post-construction and construction plans, administration of the City's Chapter 26 ordinance, management of compliance for the City's MS-4 stormwater permit and

management of the City's stormwater infrastructure. She has served as project manager on numerous grant funded projects, including the implementation of 3 ARRA funded Combined Sewer Stormwater Mitigation Projects (Project Budget $1.2 million) in 2010-2012. Prior to working with the Department, Megan worked for the Vermont Agency of Natural Resources Stormwater Section after working for the private sector. She graduated from Rice University with a B.A in Latin American Studies with a Minor in Biology (1998), and also holds an M.S. in Water Resources (2004) from the University of Vermont.

See Appendix H for additional bios from our consultant teams.

iii. Description of Project Team's Past Cooperative Efforts

This team has worked together, in various configurations, on past projects including:

- Parks Master Plan (underway): DPR, Sasaki, VHB
- Burlington Bike Path Rehabilitation (underway): DPR, VHB, Sasaki
- Waterfront Park Short-term Electrical Improvement Plan: SPR, Salem

In addition, Parks staff has a lengthy history of working together to successfully complete planning, construction, and maintenance projects, evident through the Penny for Parks program.

iv. Quality Control Outline & Procedures

The Department of Parks & Recreation has outside groups that monitor our activities to provide layers of oversight that support quality control for checks & balances. P&R also has a separation of duties through the existing staff structure that provides an additional check in the process of project development and construction.

See Appendix I for additional quality control practices from our consultant teams.

B. Relevant Project Experience

- **Project Experience - Department of Parks & Recreation**
  - Project name & location: Burlington Bike Path Rehabilitation (underway) Burlington Vermont
  - Brief project description: Redesign and engineering of the 8-mile bike path
  - Total project budget: Approximately $550,000
  - Project Duration: Approximately one year (June 2013 - September 2014) *Note: Construction slated for fall of 2014*
  - Team members & roles: Jesse Bridges, P&R, Project Director

Jen Francis, P&R, Project Manager
Deryk Roach, P&R, Parks Superintendent
Mark Colgan, VHB, Project Manager
Erin Parizo, VHB, Assistant Project Manager
Greg Bakos, VHB, Bike/Ped Engineer

- Project references: Miro Weinberger, Mayor of the City of Burlington
  Chapin Spencer, Director, Department of Public Works

- **Project Description - Department of Parks & Recreation**
  - Project name & location: Parks Master Plan (underway)
    Burlington Vermont
  - Brief project description: Comprehensive master plan for the Burlington Parks & Recreation system
  - Total project budget: Approximately $120,000
  - Project Duration: Approximately one year (March 2013 - March 2014)
  - Team members & roles: Jesse Bridges, P&R, Project Director
    Jen Francis, P&R, Project Manager
    Barbara Heller, Heller + Heller, Inc., Project Manager
    Gina Ford, Sasaki Associates, Landscape Architect
    Eamonn Hutton, Sasaki Associates, Landscape Architect
    Brie Henshold, Sasaki Associates, Senior Planner
  - Project references: Miro Weinberger, Mayor of Burlington
    Nancy Kaplan, Parks & Recreation Commission

- **Project Experience - Department of Parks & Recreation**
  - Project name & location: Leddy Softball Athletic Field Renovation, Phase 1 & 2
    Leddy Park, Burlington Vermont
  - Brief project description: Multi-phase athletic field renovation with extensive community engagement
  - Total project budget: Approximately $250,000
  - Project Duration: Approximately 14 months for design & construction of both phases (September 2012 - November 2013)
  - Team members & roles: Jesse Bridges, P&R, Project Director
    Jon Adam-Kollitz, P&R, Project Manager
    Jen Francis, P&R, Project Manager
    Skip Piche, R.J. Piche Construction
  - Project references: Jeanne Hulsen, Athletic Director of Burlington High School
    Dave Hartnett, Burlington City Councilor, Ward 4

- **Project Experience - Department of Parks & Recreation**
  - Project name & location: Burlington Community Boathouse Upper Deck Renovation
    Burlington Vermont

- Brief project description: Full replacement of the exterior upper deck level of the Boathouse and interior flooring replacement
- Total project budget: Approximately $200,000
- Project Duration: Approximately 8 months for design & construction (September 2013 - April 2013)
- Team members & roles: Jesse Bridges, P&R, Project Director
  Jen Francis, P&R, Project Manager
  Jon Adam-Kollitz, P&R, Project Manager
  Jeff Provost, The Dock Doctors, Project Manager
  Chris Girard, The Dock Doctors, Project Manager
- Project references: Barb Bardin, Owner, Splash
  Erin Moreau, Waterfront Manger, DPR

- **Project Experience – Department of Parks & Recreation**
  - Project name & location: Miller Lease Space Renovation
    Burlington Vermont
  - Brief project description: Renovation of a 2400 SF lease space for child care tenant within the Miller Center; included parking expansion and extensive permitting resolution
  - Total project budget: Approximately $250,000
  - Project Duration: Approximately one year for design & construction (July 2011 - July 2012)
  - Team members & roles: Jen Francis, P&R, Project Manager
    David Bogue, Construction Manager, Pro Construction, Inc.
  - Project references: Tiffany Bergeron, Owner, Frog & Toad Childcare
    Gary Rodgers, Assistant Superintendent of Recreation, DPR

See Appendix J for additional project experience from our consultant teams.

C. Evidence of Experience with Cost Controls

The Planning Division within the Parks Department has successfully developed and managed the Penny for Parks program. This program is funded by a dedicated property tax; as a result, the Department receives roughly $350,000 annually to fund capital improvement projects within the Parks system. Funds not expended in one year roll over for future use. Because of a lack of program management structure during the first years of the program's creation, funds accrued to nearly $1 million. In the 2012 fiscal year, the Penny for Parks program structure was defined and in FY13, more than $750k was expended towards the completion of 30 capital improvement projects, both large and small in scale. The FY14 budget includes 28 projects and once again nearly $750k in planned expenditures. The Planning Division works closely with the Parks Division to schedule, coordinate, and facilitate PFP projects. Parks staff is essential in completing these projects successfully and on time; their broad range of skills and dedicated involvement results in

real savings, allowing the Department to maximize resources **(see Appendix K)**.

Currently the Department of Parks and Recreation manages the City's Marina facility at a net of approximately $450,000 annually which helps to support the Department's overall efforts. The current marina operations generate a gross of over $1.1 million which is 1/3 of the Department's overall revenues.

Section 5. Project Feasibility

Anticipated schedule for Marina development:

- Oct 17, 2013 Submit PIAP proposal
- Winter 2013-14 Development of RFP for design development & construction/bid docs
- March 4, 2014 Town Meeting Day vote
- Mid-March, 2014 RFP for design development & construction/bid docs issued
- Spring, 2014 Design development/bid doc contract awarded
- December, 2014 Design development complete
- January, 2015 Bid for spring/summer construction
- February, 2015 Construction contract awarded
- Spring, 2015 Begin dock construction (off-site)
- Summer, 2016 Installation of dock system

Anticipated schedule for Landside Facilities development:

- Oct 17, 2013 Submit PIAP proposal
- Winter 2013-14 Development of RFP for design development & construction/bid docs
- March 4, 2014 Town Meeting Day vote
- Mid-March, 2014 RFP for design development & construction/bid docs issued
- April, 2014 Design development/bid doc contract awarded
- May-Dec, 2014 Design development underway
- January, 2015 Bid for spring/summer construction
- February, 2015 Construction contract awarded
- Spring, 2015 Demolition of Lyman building & preliminary site work
- Fall, 2015 Construction of sheet pile & site work
- Spring, 2016 Construction of buildings
- Spring, 2017 Grand opening of marina & landside facilities

Presentations will continue to be made at public forums and with community groups, boaters, and stake holders through the final design process. Permitting and regulatory compliance will be incorporated directly into design development scope.

Section 6. Project Budget

Budget Source	Amount	Committed/Non-Committed
Boater Infrastructure Grant	$1.5 Million	Application in Progress
TIF	$3 Million	TBD
Revenue Bond (15 Yr. @ 6%)	$5.5 Million	Voter Approval March 2014
Private Equity/Investment/Other grants	$2.5 Million	TBD

This TIF investment may further be leveraged by federal grant resources as managed by Vermont Fish & Wildlife, specifically Boating Infrastructure Grant opportunities. Simultaneous to this effort, the Department is submitting a Tier 2 BIG grant application for an award of up to $1.5 million in support of transient boating infrastructure towards the southern marina expansion. With a 2013 BIG Tier 1 award of $100,000 for transient boating improvements at the Boathouse, Parks and Recreation has successfully shown the ability to leverage local dollars in acquisition of larger federal and state grant opportunities.

Again, projected operational budget revenues can be found in **Appendix E**.

In addition, potential local funding leveraging sources may include the Penny for Parks (PFP) program, the City's Capital Improvement Program (CIP) and Park Impact Fees.

A. Level of TIF Requested

With an estimated total project cost of $13 million, the level of TIF requested is roughly 1/4 of the total project budget, or approximately $3 million.

Total project costs for the College Street Stormwater Outfall and Pipe Lining "sub-project" are $483,000. We proposed to leverage TIF funding through a contribution of a minimum of $34,500 (50% of the pipe lining cost); additionally DPW will be pursuing Army Corps of Engineering (ACOE) and other agency funds to offset the costs of the outfall project. If ACOE funds are secured (the most likely outside funding source) then TIF funds would be used to provide the required 35% match for the outfall project ($144,900). As such, the minimum TIF request is $179,400, with a maximum request of $448,900, reflective of the committed 50% contribution on the pipe lining.

B. Construction Budget Preparation

Cost estimates were compiled by Sasaki Associates, an interdisciplinary design firm with sixty years of experience designing and building urban landscapes and architectural projects. Dock Doctors provided cost estimates for the marina and shoreline improvements at Perkins Pier, embedded within this proposal. The City of Burlington Department of Public Works provided cost estimates for the Outfall Extension and Pipe Rehab in the Perkins Pier proposal. All other estimates were generated by Sasaki's team of landscape architects, civil engineers and architects.

Sasaki prepared the construction budget using a combination of industry standard construction cost manuals, estimates from similar projects and recent construction experience. The manual used for estimating much of the site work is *RSMeans Site Work & Landscape Cost Data 2013*. Costs were adjusted for the region. The design firm has a long history of producing costs estimates including Port of Los Angeles Wilmington Waterfront Park in Los Angeles, California, Council Bluffs Riverfront Park in Council Bluffs, Iowa and Chicago Riverwalk in Chicago, Illinois. Contractor bids from each of these projects came in close to the project budget including most recently the Chicago Riverwalk project which was within 3% of the original engineer's estimate.

C. Budget Contingencies

The contingencies are as follows:

- 25% for the landscape and architecture landside at Perkins Pier
- 10% for the marina and waterside amenities (provided by Dock Doctors)

D. Operating Pro Forma

See Appendix L for operating pro forma.

E. Budget Justification

See Appendix M for budget justification.

Section 7. Appendices

A. College Street Outfall Extension

B. Burlington Bike Path Rehabilitation Summary & Schedule

C. Design Documents: Scaled Conceptual Plans & Renderings

C1: Marina Design Drawings provided by the Dock Doctors
C2: Marina Concept Summary provided by The Dock Doctors
C3: Landside Design Drawings provided by Sasaki Associates

D. Waterfront “Three Projects” Diagram

E. Projected Marina Revenues

F. 2013 Parks Master Plan Statistically Valid Survey Findings

During the summer of 2013, the Department of Parks & Recreation conducted a statistically valid survey through the Parks Master Plan process. An independent consultant, Leisure Vision, LLC, known across the country as a leader in parks & recreation surveys, issued the survey and compiled the results. Surveys were randomly mailed to 2000 households within the City of Burlington and roughly 450 responses were received. This high return rate

ensures an accuracy of 95%.

G. Organizational Structure & Staffing

H. Consultant Bios

I. Consultant Quality Control
- Sasaki Associates
- Vanesse Hangen Brustlin, Inc. (VHB)

J. Consultant Project Experience
- Sasaki Associates
- The Dock Doctors, LLC
- Maritime Engineering Consultants, Inc.
- Vanesse Hangen Brustlin, Inc. (VHB)

K. Evidence of Experience with Cost Controls
- Penny for Parks Annual Budget Summary
- Penny for Parks Annual Completed Project Summary
- Penny for Parks FY13 Implementation & Close-out
- Penny for Parks FY14 Project List

L. Operating Pro Forma

M. Budget Justification

N. Compliance with City Requirements
This project complies with all applicable federal, state and local laws; this includes but not is limited to the City of Burlington's Livable Wage Ordinance, Outsourcing Ordinance, and Union Deterrence Ordinance; and shall submit any and all written certifications required by applicable ordinances that require attesting to compliance.

O. Web References
- 1 - http://www.ncsu.edu/ncsu/design/cud/
- 2 - http://www.darksky.org/