



CITY OF SAINT ALBANS
24 V.S.A. §2791
APPLICATION
FOR
GROWTH CENTER DESIGNATION



CITY OF SAINT ALBANS, VERMONT

Honorable Martin Manahan, Mayor

City Council

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Introduction

Saint Albans is geographically identified as the commercial hub for goods and services in northwest Vermont. In recent decades, Franklin County has experienced significant population growth, growing by more than 45% between 1970 and 2000. For many reasons the City of Saint Albans is well-positioned to serve as the regional growth center and accommodate a significant amount of this growth potential. As energy prices and the costs of rural development increase, City of Saint Albans and other urban areas across Vermont and the county can expect to see renewed increase in communities that allow residents to live, work and play in close proximity. However, this growth is not inevitable and in order to attract new and appropriate development, the City of Saint Albans is working to create the plans, policies and incentives that will ensure its continued position as the “growth center” of northwest Vermont.

There are many challenges to maintaining the City as a vital urban community. New, auto-oriented shopping centers being developed to the north and east of the City compete with downtown retail and are often able to offer a greater diversity of goods at reduced costs. The cost of developing land in nearby rural areas is typically less than the cost of redeveloping within the City, particularly when there are additional costs for parking structures, brownfield remediation, stormwater treatment, etc. In order to stay competitive, downtown Saint Albans has taken aggressive action to maintain and enhance its unique character, to provide niche goods and services, and to create and publicize incentives, tax credits, and other assistance programs available to home- and business-owners in the City.



Main Street in Saint Albans, lined with shops, restaurants, and historic buildings, is a central feature of the community.

In recent years, a considerable effort has gone into revitalizing and redeveloping the City of Saint Albans. The 1994 *Saint Albans Downtown Action Plan*, prepared by Community Investment Associates, established a planning policy designed to retain Saint Albans as northwest Vermont’s shopping core and laid out an aggressive, proactive approach to developing new and expanded opportunities, especially for the downtown. Over the following decade there has been a concentrated effort to build community support and launch a revitalization strategy.

In April 2004, the center of the City became a designated downtown (renewal awarded April 2007), which gave downtown property owners access to incentives for rehabilitation and improvement projects and assisted the City in securing grants to support downtown revitalization efforts. In addition, the City continues to develop land use policies to encourage infill development, redevelopment and adaptive reuse. In recent years, the City has adopted revised land use

regulations intended to provide greater opportunities for residential development, and updated their design review standards to ensure that future development maintains and enhances the character of the community.

In 2006, a “Market Analysis and Marketing Plan” was developed for downtown Saint Albans by Arnett Muldrow and Associates. This plan was developed with significant public input, including a series of public forums and stakeholder discussions involving residents, community leaders, and business and property owners in the City. One of the key steps recommended by this plan is the development of a “Growth Roadmap” -- a development plan to encourage redevelopment and infill development that complements the existing, traditional urban form.

In 2009, the City and Saint Albans for the Future (SAFF, the non-profit downtown development organization) completed work on the Downtown Master Plan, which presents an urban design vision for the Downtown of streetscapes, public spaces, transportation facilities and utility infrastructure. This document, the result of a community collaborative process, also identifies economic development strategies, investment incentives such as tax credits and Tax Increment Financing (TIF), and a regulatory framework to guide future private investment.

The City has sufficient infrastructure necessary to support continued growth, including a public water and sewer system, transportation infrastructure and municipal services. On February 8, 2010 the Saint Albans City Council adopted a formal Capital Improvements Program, consisting of a 2009 Capital Budget and 2010-2015 Capital Plan. This effort in planning, preparation and management demonstrates the municipality’s commitment to enhance these services, establish a viable model for efficient return on public capital and operating expenditures, and further promote the urban development pattern is a key component to the growth center planning process.

Through all of the above actions, the City continues to engage residents, business owners, developers and other stakeholders for defining the area’s future growth and development. These planning efforts, strategies, and partnerships to strengthen the urban City are directly representative of the State of Vermont’s goals of smart growth, and are now presented as the basis of the City’s request for approval from the Vermont Downtown Development Board as a designated Growth Center under 24 VSA 2791.

Question 1. The proposed growth center growth cannot reasonably be achieved within an existing designated downtown, village center, or new town center located within the applicant municipality (24 V.S.A. § 2793c(e)(1)(G)(ii)).

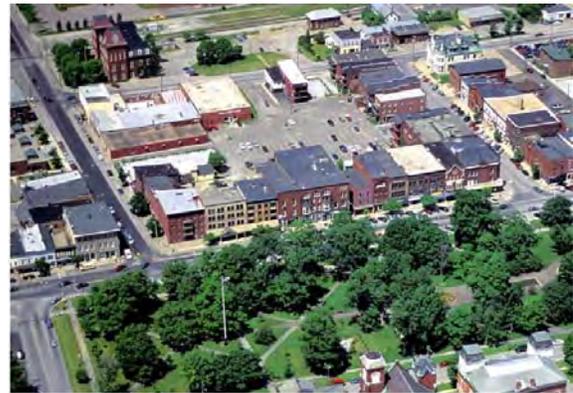
1.1 Discuss why a majority of the projected growth cannot reasonably occur within an existing designated downtown, village center or new town center within the municipality, specifically citing the municipality's 20-year projections for population, housing and employment growth and the build-out potential of any designated downtown, village center, or new town center in the municipality.

A. Growth Center Map and Boundary Considerations

The City of Saint Albans proposes a growth center that encompasses the majority of the municipality and surrounds the existing designated downtown (Map 1). The proposed growth center boundary is drawn to encompass the infill opportunities that exist throughout the City and key redevelopment sites that have been identified through the growth center planning process. Included within this boundary are also the important public facilities and cultural resources, including the City Elementary School, the Northwestern Medical Center, the Town Educational Center, Bellows Free Academy, Community College of Vermont, and Aldis Hill, that serve as the civic and cultural hubs within the community. Consistent with the growth center program objectives, all of these facilities are located in close proximity within the 1,213 acres of the proposed City of Saint Albans growth center.

The proposed growth center will encompass the approximate 114-acre designated downtown, located in the municipality's center. The designated downtown is characterized by a dense commercial development centered on Taylor Park, the town green often referred to as the "living room" of Saint Albans. Since designation in 2004, the community has put forth a concentrated effort to revitalize and invigorate the district.

Maintaining the vitality of downtown Saint Albans is a top priority of the community, and throughout the growth center planning process careful consideration has been given to the impact of the growth center on the health of the downtown. As part of this planning effort, the City has considered the potential for the downtown district to accommodate the projected growth. As demonstrated by the build-out analysis described in Question 1.1C, there are several opportunities, particularly in additional



Downtown Saint Albans offers opportunities for infill commercial development and downtown retail, but cannot accommodate the new industrial facilities and workforce housing needed to attract new businesses and residents.

CITY OF ST ALBANS Proposed Growth Center Boundary

Map 1

LEGEND

- Designated Downtown Boundary
 Acres - 113.93

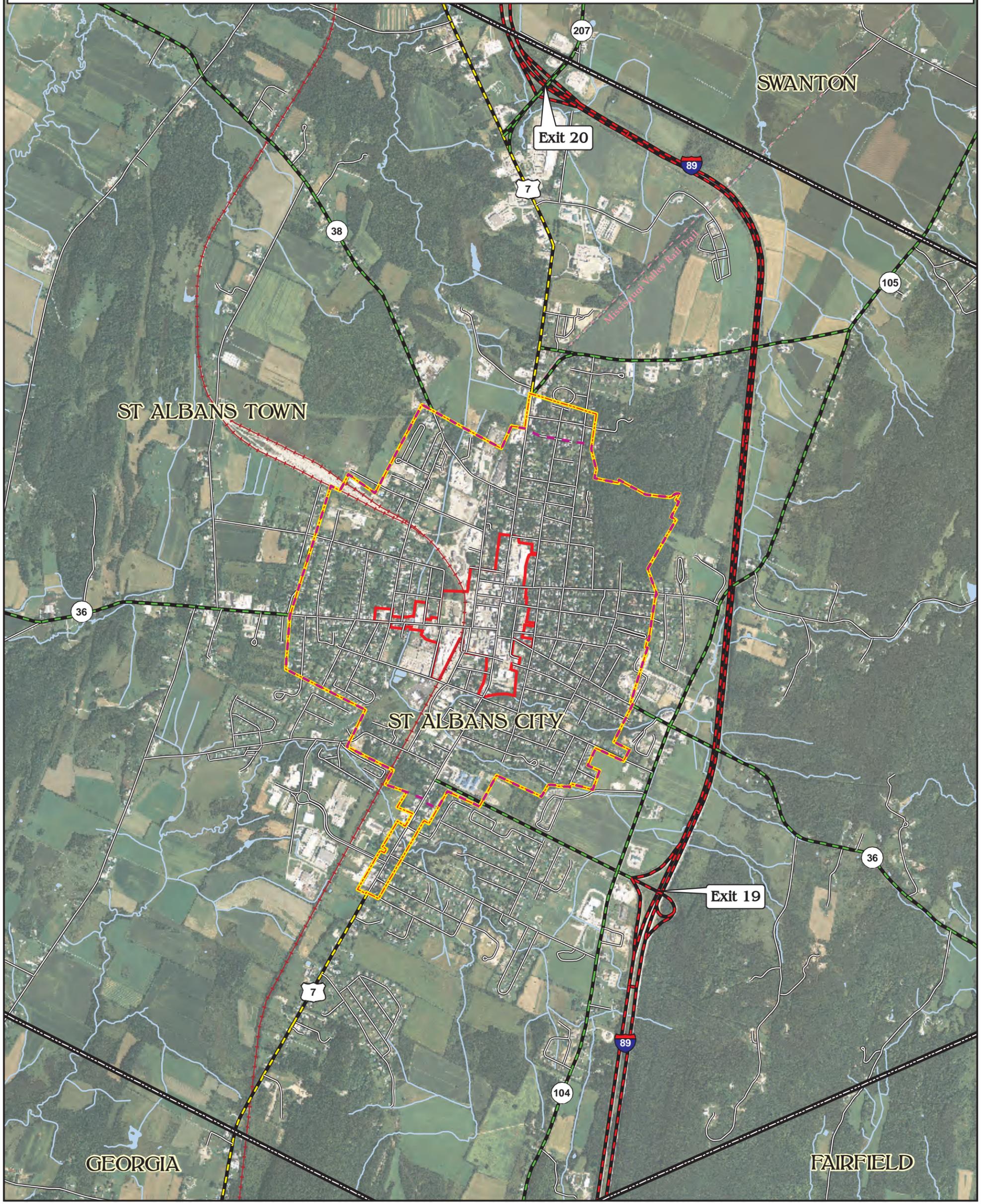
- City Boundary
 Acres - 1255.51

- Proposed Growth Center Boundary
 Acres - 1213.00

Vermont Coordinate System
 Transverse Mercator, NAD 83.
 For planning purposes only.
 Prepared by:
 Northwest Regional
 Planning Commission
 155 Lake Street
 St. Albans, VT 05478
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 www.nrpvt.com
 May, 2009.
 z:/gis/projects/county/franklin/st_albans/growthcenterapplicationfinal/proposedgrowthcenter.mxd

Data Source: All map features derived from VGIS digital coverages.
 North arrow on map refers to Grid North.

0 500 1,000 1,500 2,000 Feet



commercial and retail space, within the designated downtown. However, it is not possible, nor desirable, to accommodate the projected housing or industrial space needs within the designated downtown. Industrial development opportunities are greatest in areas with railroad access, including the Federal Street Corridor and Agway properties. In addition, demand remains for small-lot detached single-family housing found in existing neighborhoods that surround the downtown.

The downtown will continue to be planned as the hub of commercial activity and higher-density housing types. As a result of revitalization efforts, the downtown has experienced significant growth over the past 5 years. A total of 103 new housing units have been added, approximately 50% market rate and the other 50% affordable. This includes two major rehabilitation projects, the Waugh Opera House in downtown and the Butler Block. In moving forward with growth center planning, the City will continue to build the connections between the downtown commercial center and the housing and employment opportunities outside of the downtown to create a community that includes a mix of uses, connected by safe and convenient transportation infrastructure.

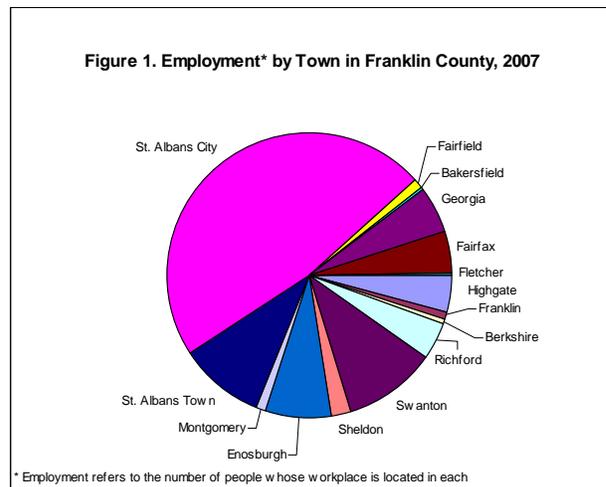
B. Growth Projections.

In developing this growth center application, the City of Saint Albans worked closely with the Northwest Regional Planning Commission (NRPC) to analyze growth potential in three specific areas: employment, housing and population. To plan for future growth and development, it is important to understand past trends and to utilize this information to anticipate what might be expected for the future. Future growth depends on a number of variables, some of which can be influenced by a community and some of which are beyond a community’s control. These include energy costs, transportation services and infrastructure, the real estate market, shifts in the economy, etc. Developing reliable projections can be challenging, particularly in smaller communities where data is often unavailable and where small shifts in numbers can represent a significant percent change. The following analyses utilize the best available data, as well as local knowledge and experience, to generate reasonable projections that can help inform future plans and decisions and help the City of Saint Albans to establish realistic goals for future growth and development.

Employment

Employment is the key driver to growth in City of Saint Albans. According to statistics from the Vermont Department of Labor, the number people employed in the City has grown by more than 40%, from 5,449 to 7,606, between 1990 and 2007. The City has long served as the employment center for Franklin County, and currently provides more than 48% of the total jobs available in the county (Figure 1).

In recent years, several studies have considered local and regional employment



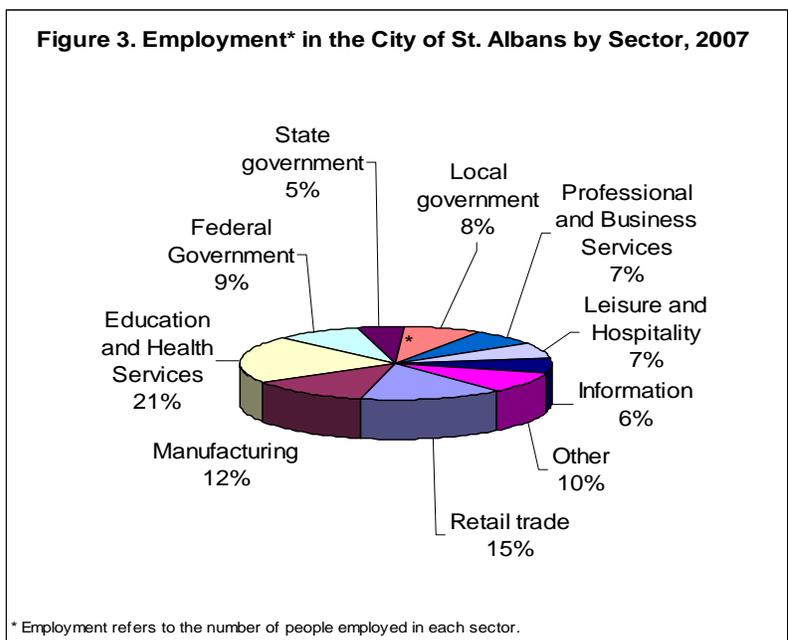
Source: Vermont Department of Labor, Economic and Labor Market Information

trends and have supported and represented the City as the economic hub and employment center for northwest Vermont. As mentioned earlier, the 1994 *Saint Albans Downtown Action Plan* states that the City of Saint Albans has historically been the cultural, commercial, educational, medical, industrial, and economic center of northwest Vermont. The study further noted that the primary and secondary market region was comprised of approximately 4,100 businesses, making Saint Albans the largest employment center in the region. The Northwestern Medical Center is among the most significant employers in the City as documented in the 2002 report, *The Impact of the Northwestern Medical Center on the Franklin County Economy*. With more than 500 employees, the Medical Center is noted as the largest private employer in Franklin County, according to the Vermont Department of Employment and Training. It also is the 52nd largest employer in the State of Vermont.

In 2006, the City developed a *Market Analysis and Marketing Plan for the Downtown*. The study noted that in the primary trade area (which included the City, Saint Albans Town, Fairfield, Swanton and Sheldon) there were approximately 250 retail establishments, which employed approximately 2,525 people and the secondary trade area employed close to 100 retail employees, making Saint Albans the retail center serving households in northwest Vermont.

Employment Trends

Employment trends are often difficult to track, particularly at the local level. For the purpose of this analysis, the NRPC chose to use the Vermont Department of Labor statistics on covered employment and wages. This data captures the employees and their wages in firms subject to the Vermont Unemployment Compensation Law, or for federal employees, the Federal Unemployment Compensation Law. The data does not include workers who are self-employed, firm owners not incorporated and the following employee groups: elected officials, non-profit religious, charitable and educational organizations, unpaid family members, farm (with some exceptions) and the railroad.



Source: Vermont Department of Labor, *Economic and Labor Market Information*

For this analysis the City focused on the largest employment sectors (i.e., those employing the most people) and the sectors with the most growth since 1990 (the first

year of available data). These sectors are described in Figure 2. All other sectors have been combined into a category called “other.” According to this data, a total of 7,606 jobs were provided in the City of Saint Albans in 2007. Of these, 22% were local, state and federal government jobs, and 78% were in the private sector. The City of Saint Albans is fortunate to have a diversified employment base as shown in Figure 3.

Figure 2. Definitions of Employment Classifications

Professional and Business Services. This sector provides services to other businesses and industries. It includes the professional, scientific and technical services, which require a high degree of expertise and training, as well as the administrative and waste management services required for day-to-day operations.

Education and Health Services. This category includes educational services, which comprises establishments that provide instruction and training in a wide variety of subjects by specialized establishments, such as schools, colleges, universities, and training centers. It also includes establishments providing health care and social assistance.

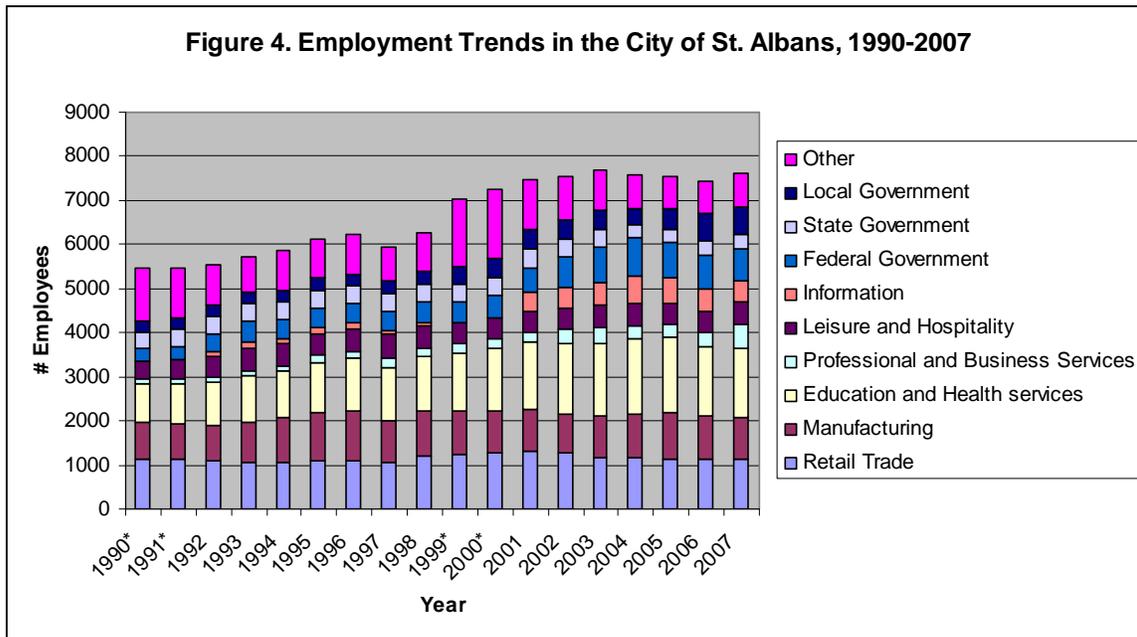
Information. The information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data. The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries.

Leisure and Hospitality. This sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons, and establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.

Manufacturing. The manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products.

Retail. The retail trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. This sector comprises two main types of retailers: store retailers which operate fixed point-of sale locations, and non-store retailers who are organized to serve the general public, but use methods such as catalogs, “infomercials,” door to door solicitation, etc.

In 2007, the largest employment sectors in City of Saint Albans were Education and Health Services (1,582 employees), Retail Trade (1,119 employees) and Manufacturing (950 employees). These sectors have long been important components of the Saint Albans economy. Figure 4 shows the contribution of each sector to the total job growth since 1990.



Source: Vermont Department of Labor, Economic and Labor Market Information
 * Data on the Information sector was not available in 1990, 1991, 1999 and 2000.

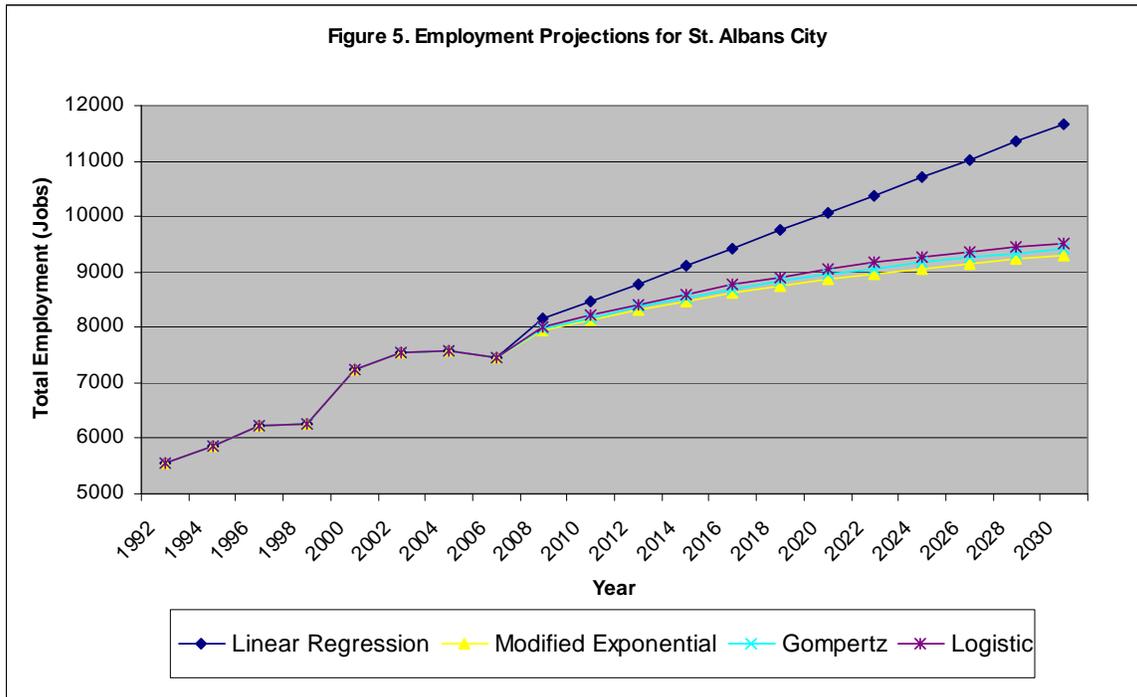
Since 1990, the sectors that have shown the most significant growth and have added the most jobs have been Education and Health Services, Professional and Business Services, Information, Federal government, and Local government. Modest increases have been seen in Manufacturing and Leisure and Hospitality, while Retail Trade and State government have remained relatively static.

Employment Projections

NRPC used the data from the Vermont Department of Labor, 1992-2006, to project future total employment for Franklin County and for the City of Saint Albans. Using the Build-Out Software Version 3.0, developed by the Addison County Regional Planning Commission, the NRPC projected the growth in employment using four different mathematical models (Figure 5).

The number of projected jobs in the City of Saint Albans in 2030 ranged between 9,300 and 11,660. While many factors will influence the actual growth in employment in the City, these numbers provide a reasonable estimate of what might be expected. Thus, for the purpose of growth center planning, the City will use the conservative projection

of 9,500 jobs by 2030 as the basis for planning, which reflects the addition of 1,800 jobs as compared to 2007.



The number of jobs in Franklin County has also grown by approximately 32% between 1990 and 2000. Looking forward to 2030, projections range from 15,800 to 28,800. There are many factors that will influence if and where new jobs are created in Franklin County in the coming 20 years. For the purpose of this planning effort, we selected a model that projected continued job growth at a rate that is less than what has been experienced in the past decade. Employment projections are summarized in Table 1.

	<i>Estimated Projections</i>				
	1990	2000	2010	2020	2030
City of Saint Albans	5449	7247	8200	9000	9500
Franklin County	11,279	14,852	17,500	21,200	25,000
City's Percent of County	48%	48%	47%	42%	38%

As to the growth of each particular sector, the City does not anticipate any major shifts in the distribution of jobs and will encourage maintaining a diverse employment base. A discussion of the projected growth in each of the major sectors is below.

Retail Trade. Retail trade continues to be a large employment sector in City of Saint Albans, accounting for approximately 15% of the jobs in 2007. Maintaining the retail sector will likely prove challenging in the future as the development of strip centers and box stores provides increasing competition for small,

specialized downtown shops. Defining niche markets will be a key to maintaining the City's retail sector.

Manufacturing. City of Saint Albans is well-situated to support manufacturing facilities, with easy access to Interstate 89 and New England Central Railroad (NECR) providing the means to transport raw materials and manufactured goods. There are currently a number of large manufacturing facilities in and around City of Saint Albans, including Mylan Laboratories, Inc., Saint Albans Dairy Cooperative, Energizer Battery Company, and Peerless Clothing International, Inc. Food manufacturing, in particular, has been a growing sector in the City of Saint Albans as the number of jobs in this sector has increased by over 30% in the last decade. The City's 2006 Market Analysis identified this sector as having significant potential for future growth.

Education and Health Services. Within this sector, it is anticipated that health services will show the greatest growth. The City is home to the Northwestern Medical Center, an institution that is expected to experience increasing demand as the Franklin County population ages. Currently the City is working with the Medical Center to consider sites for a potential downtown medical clinic. In addition, the NOTCH Clinic opened in 2009 on Lower Newton Street to provide focused care to low-moderate income households. This sector also includes educational facilities, such as the Community College of Vermont (CCV).

Professional and Business Services. Professional and Business Services are expected to grow as the other sectors in the City grow. As this sector grows, the need for retail and food-based industries will require growth to support the influx of new employees in the City.

Leisure and Hospitality. As revitalization efforts increase, it is expected that there will be increasing demand for cultural services, which will likely generate jobs in this sector. In recent years, the City has seen the opening of a new art gallery and the renovation of the Bliss Auditorium at the Saint Albans Historical Museum. The City has also identified the need for a hotel in the downtown area which would help to support business travelers and tourists.

Information. Information is a growing sector in the Saint Albans economy. This sector includes publishing, broadcasting, telecommunications and information services. Between 1988 and 2007, employment in this sector grew by more than 325%. The City of Saint Albans has been working to improve the telecommunication infrastructure in the City by exploring development of a fiber-optic broadband network in an effort to attract new businesses. Fiber-optic infrastructure would encourage and lead to the growth and development of creative and knowledge-based cutting-edge jobs in areas such as technology, engineering, architecture, marketing, education, and other industries that require greater capacity for electronic data.

Federal Government. Federal employment in the City of Saint Albans is mainly based through the Department of Homeland Security (DHS), formerly the Immigration and Naturalization Service. This office is currently working to bring approximately 200 jobs to City of Saint Albans from other locations.

State Government. Over the next 20 years, this sector is expected to remain at a similar level to the past and perhaps experience a slight decrease due to cuts in the State of Vermont budget.

Local Government. This sector is expected to remain at a steady level. The City and other local government organizations do not anticipate large change in the number of local government jobs.

Based on these trends, the Growth Center Project Committee developed reasonable expectations for how the projected 1800 new jobs might be distributed among the various employment sectors (Table 2). These estimates provide a means of approximating the type and amount of space that will be needed to accommodate these jobs.

Table 2. Estimated Space Needs to Accommodate Projected Employment Growth by 2030			
Sector	Projected New Jobs by 2030	Type of Space needed to accommodate new jobs	Space Required to accommodate new jobs (square feet)*
Retail	0	Retail	0
Manufacturing	200	Industrial	60,000
Education and Health Services	400	Other	120,000
Professional and Business Services	125	Office	37,500
Leisure and Hospitality	75	Other	18,750
Information	500	Office	150,000
Federal Government	400	Office	120,000
State Government	0	Office	0
Local Government	0	Office	0
Other	100	Other	30,000
Total	1800		60,000sf Industrial 307,500sf Office 168,750sf Other

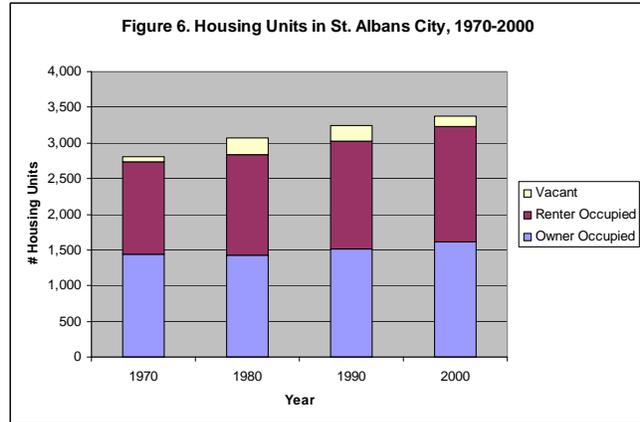
*The following ratios were used to estimate the space requirements per number of employees: Industrial: 400sf/employee and Office and Other uses: 300sf/employee, based on estimates used in the current City zoning regulations.

Housing

As stated in the *City of Saint Albans Municipal Plan*, the City seeks “to encourage a diverse mix of housing to provide for the housing needs of all residents, and to encourage affordable housing opportunities.” In recent decades, the City of Saint Albans has seen growth in the number of housing units and an increasingly tight housing market with fewer and fewer vacancies (Figure 6). This increase is likely due to

the growing number of jobs in the community, as well as the growth in the regional economy including Chittenden County.

Saint Albans is easily accessible by Interstate 89 and is within a 30 minute commute of employment centers in Burlington, South Burlington and Essex. The average price of a single family home sold in 2007 was \$199,510 in the



Source: 2000 US Census

City as compared to \$316,814 in Chittenden County (Vermont Housing Data website). This significant difference in housing affordability has led to increased demand in the communities surrounding Chittenden County. Of the 3,775 residents who commuted out of Saint Albans for work in 2000, approximately one-third were headed to Chittenden County (US Census).

It is also important to note that the City’s average household size (i.e., the number of people living in each housing unit) was 2.35 residents in 2000, which was less than Franklin County (2.67) and the State of Vermont (2.44) (US Census). This indicates a greater number of housing units are needed to house the equivalent number of people.

Housing Trends

According to the US Census, the City of Saint Albans had a total of 3,235 housing units in 2000. The 1,627 rental housing units available in the City accounted for nearly 39% of the rental housing stock in Franklin County.

In 2000, City of Saint Albans had a 4% vacancy rate, which was the lowest number in 30 years. A 5% vacancy rate is considered to be the standard for a healthy real estate market. As a result of the tight housing market in the City, new housing projects often have a waiting list of potential residents. The City’s Willard Mill housing project in required less than one month to fill and the Hawk’s Nest senior housing project in Saint Albans Town presently has 150 people on a waiting list for 60 housing units.

Since 2000, the City has seen the addition of approximately 90 additional housing units, the majority of which have been located in multi-family housing projects (Table 3). In recent

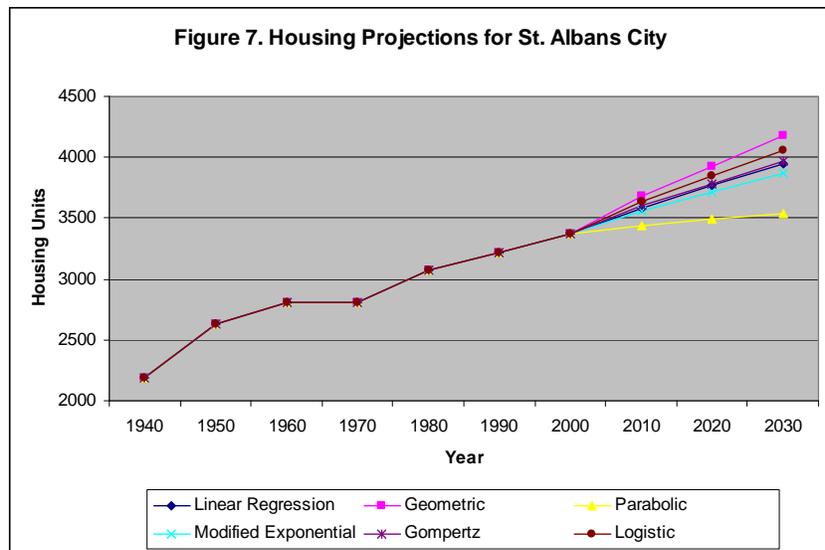
Year	Single Family	Duplex	Multi-Family
2000	3	0	0
2001	3	1	0
2002	1	0	0
2003	1	1	0
2004	1	2	1 (20 units)
2005	4	1	4 (# of units unknown)
2006	6	1	1 (27 units)
2007	2	0	0
2008	2	0	0
Total	23	6	4
New units	23	12	50+

years, the City has pursued several large housing development projects specifically focused on the creation of affordable and senior housing. Numerous affordable housing projects have been developed within the City, including Colony Square, Hoyt Street, Lower Welden, Lake Street Apartments, Upper Welden, Fourwinds, Heritage Lane and Beth-El Court. In order to create a balanced housing stock, the City has identified the need to create additional “workforce” and market rate housing. Single family homes, condominiums, and other housing options for young families and professionals are needed. Planning for this housing should be coordinated with planning for new jobs.

Housing Projections

Based on the historical housing trends from 1940-2000, the NRPC used the Build-Out Software and tested several different mathematical models to develop projections through 2030 (Figure 7).

Within the City of Saint Albans, projections ranged from 3,536 to 4,184 total housing units by 2030 (an addition of 160 to 808 new units as compared with 2000). Given the current trend of adding approximately 11 new units per year, it is reasonable to expect that the City will add at least 220 new units by 2030.



In Franklin County, the number of housing units in 1940 was 8,245 and by 2000 had grown by over 130% to 19,191. Projections for the number of housing units in Franklin County in the year 2030 range between 23,000 and 31,200. Housing Projections are summarized in Table 4.

	1940	1950	1960	1970	1980	1990	2000	<i>Estimated Projections</i>		
								2010	2020	2030
City of Saint Albans	2,184	2,634	2,802	2,809	3,077	3,214	3,378	3,430	3,500	3,596
Franklin County	8,245	9,324	9,963	11,414	14,460	17,250	19,191	31,250	23,700	26,200
City's as Percent of County	26%	28%	28%	35%	21%	18%	18%	16%	15%	14%

Given current economic conditions and uncertainty in the housing and finance markets, only three (3) residential units were constructed in 2009. The latter notwithstanding, anticipated energy and transportation costs increases over the next 20 years will likely position, urban centers such as Saint Albans to receive an influx of new residents seeking housing closer to their jobs and other services.

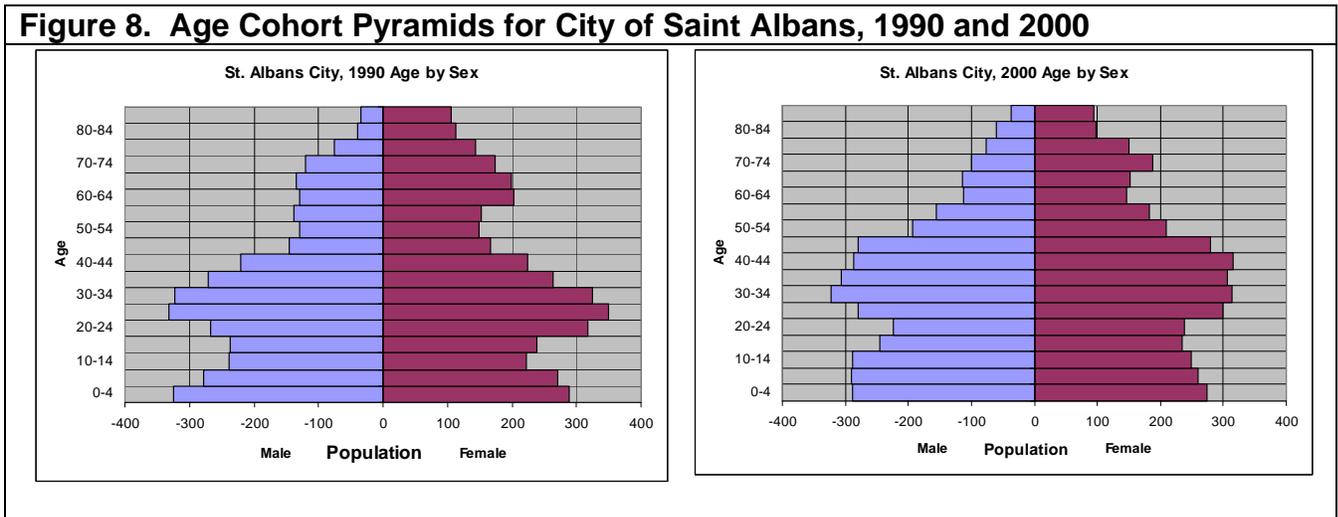
Population

In support of State policy seeking to encourage development of growth centers and protection of outlying rural and natural lands, the City of Saint Albans is the ideal location to encourage new growth and redevelopment in northwest Vermont. As in many urban communities, the City has not seen significant population growth in recent decades. With the right combination of incentives and the creation of new, well-paying jobs, safe and affordable housing, cultural amenities and recreational opportunities, however, the City will attract new residents and begin to reverse the trend of decentralization.

Population Trends

The City of Saint Albans entered the 20th century, with approximately 6,200 residents. By 1960, the City hit its peak population of 8,800 and was home to approximately 30% of Franklin County residents. However, as the trends of low-density suburbanization caught on and transportation infrastructure was improved, the rural communities of Franklin County experienced significant growth, while the City saw a slowly declining population. By 2000 the population was 7,650 and the percentage of Franklin County residents living in the City of Saint Albans had dropped to approximately 17%. (US Census)

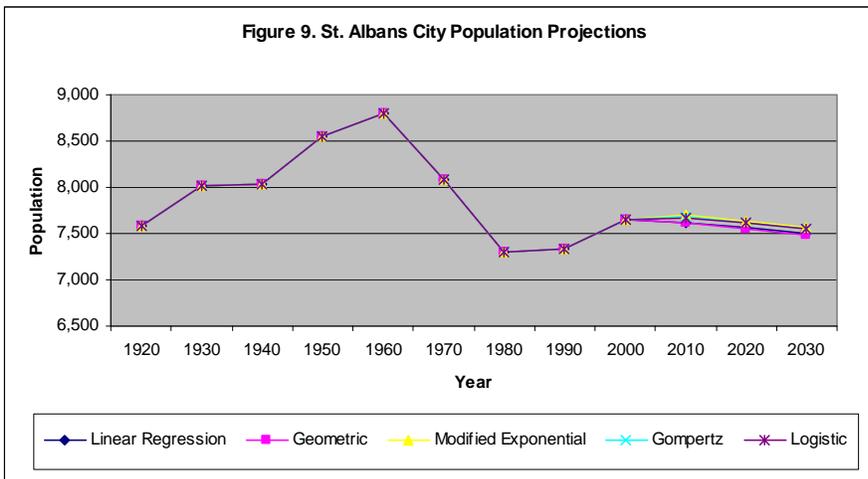
In planning for growth and development, it is important to consider not only the total population of a community, but also the composition of that population. As seen in the age cohort pyramids below, the City has seen an increase in its population between the ages of 35 and 60 (Figure 8).



It is expected that this trend will continue, the median age of the City’s population will rise, and will likely lead to changing demands for municipal services. For example, a younger population would place greater demand on educational services, while an aging population will require more emergency and health-related services. For the City of Saint Albans, the aging population is also expected to result in an increased demand for senior housing options.

Population Projections

In order to project population growth for the next 20 years, NRPC again used the Build-Out Software and tested several statistical models. Given historic trends, it is not surprising that these models predicted a consistent population of around 7,500 residents into the future planning period (Figure 9).



While recent history does not lead to a prediction that the City will experience population growth in the coming years, this analysis does not consider regional growth, the potential impacts of rising energy prices, nor the significant revitalization efforts undertaken by

the City. Franklin County is one of the fastest growing counties in Vermont. Woods and Pool Population Forecasts estimate the 2030 population of Franklin County will be 55,863, while the 2006 Circ EIS places its estimate slightly higher, at 60,126. These estimates reflect the addition of 10,000 to 15,000 new residents in the next 20 years. As commuting costs rise and the State continues to pursue smart growth planning goals, it is reasonable that the City capture at least 5% of the regional population growth. Furthermore, if the City’s housing projections are correct, and an additional 220 units are added over 30 years, each holding 2.35 residents, then at least 517 new residents could be accommodated in these units. Population projections for the City and the County are summarized in Table 5.

Table 5. Population of City of Saint Albans and Franklin County, 1960-2030					
	<i>Estimated Projections</i>				
	1990	2000	2010	2020	2030
City of Saint Albans	7,339	7,650	7,800	7,980	8,150
Franklin County	39,980	45,578	48,887*	52,287*	55,863*
City’s as percent of County	18%	17%	16%	15%	15%

*Source: 2009 Woods and Pool Population Forecasts

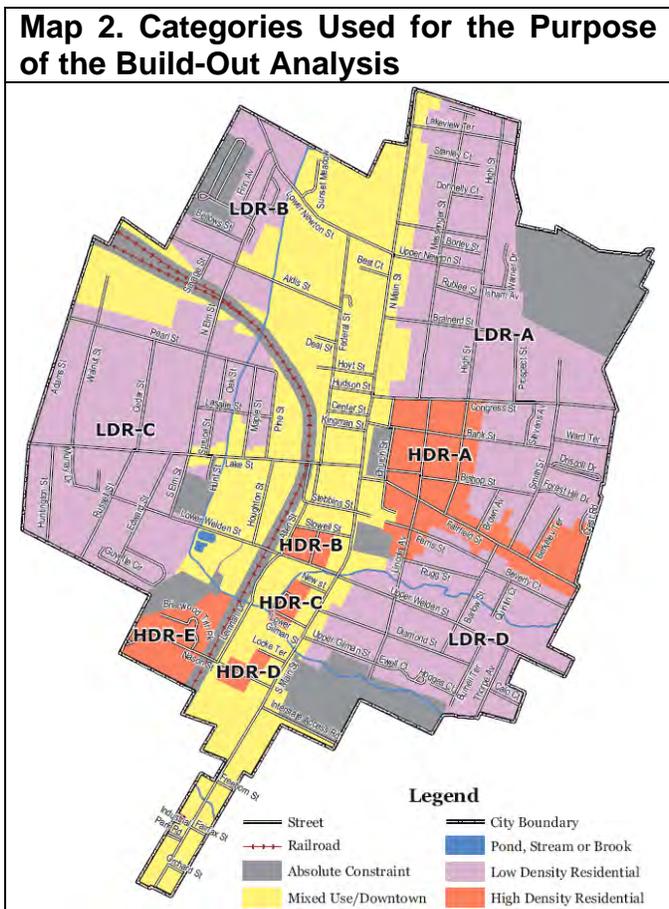
Given that the City once accommodated 8,800 residents, it is not unrealistic that they should again reach this population. As the City seeks to add 1,800 new jobs, it also seeks to provide the level of housing, amenities and life quality that will attract a significant number of these new employees to reside within the City limits.

C. Build -Out Analysis

The City of Saint Albans is a densely populated urban center with significant opportunities for future growth through infill and redevelopment. Using a build-out analysis, it is feasible to see opportunities to accommodate new growth throughout the City. Identifying these opportunities is an important first step to developing and implementing a redevelopment plan that will allow the City to accommodate this new growth in a way that takes advantage of available infrastructure, complements existing neighborhoods and improves the life quality for current and future City residents.

Methodology

In order to understand the build-out potential of the City of Saint Albans, an analysis was performed for the entire municipality via a multiple-step methodology. The first step was to determine the areas that were not available for development or redevelopment. These areas, considered to have “absolute constraints,” include public parks, schools, cemeteries, and the NECR corridor. Next, the remaining areas of the City, shown in Map 2, were analyzed using two separate processes: residential areas (the High Density Residential and Low Density Residential Districts) were analyzed using the Build-Out Software; and the Downtown/Mixed-Use areas were analyzed using a more targeted, site-specific approach. The results are now summarized.



Assessing Residential Development Potential

A majority of the housing units is presently provided in densely-developed neighborhoods surrounding the City core. In these areas, the Build-Out Software provides a reasonably accurate tool because it works best in areas that are homogenous and do not include significant mixed-use or multi-unit development. Using this software, NRPC analyzed build-out potential in the residential neighborhoods of the

City. These estimates are based on the acreage requirements to build single-family homes, which would be the most conservative estimate of potential new units. (While the City requires 9,500 square feet to construct a single family home in the Low Density Residential District, they require only 5,000 square feet per unit for a multi-family house. Therefore, using the requirements for single family homes will provide a minimum for the number of units that could be achieved on the available acreage).

Based on the current zoning and available land, the result yields an accommodation of 952 new single-family housing units within the residential neighborhoods surrounding the downtown area (Table 6). Given that the City continues to promote the development of two-family and multi-family housing, it is possible that an even greater number of units could be sited. The analysis further reveals that several neighborhoods are underdeveloped, and homes are situated on large lots that could be further subdivided. Map 3 provides an indication of how new development could be distributed throughout City's residential areas. It is important to note that the City does not expect to reach its build-out capacity in the next twenty years. Creating 220 new units would represent nearly 25% of the total potential and provides a realistic goal for the City.

Table 6. Summary of Residential Build-Out Analysis Results

District	Min Lot Size (acres)	Existing Units*	Potential New Units**	Built Out Acres	Developable Acres	Total Acres Analyzed
High Density Res.	0.17					
<i>HDR-A</i>		210	148	36	27	64
<i>HDR-B</i>		36	3	5	1	6
<i>HDR-C</i>		18	6	3	1	4
<i>HDR-D</i>		19	6	4	1	5
<i>HDR-E</i>		52	73	9	14	28
Low Density Res.	0.22					
<i>LDR-A</i>		516	311	117	80	248
<i>LDR-B</i>		100	64	20	15	50
<i>LDR-C</i>		562	233	121	61	189
<i>LDR-D</i>		348	108	84	29	143
Total		1861	952	399	229	737

*Existing Units includes both residential and non-residential structures.

** Potential New Units depict potential single-family homes.

Downtown/Mixed-Use. Analyzing the build-out potential of the mixed use areas, which include the designated downtown, the gateway districts, and the industrial portions of the City, presents a greater challenge than the residential neighborhoods. A contemporary analysis would indicate that most parcels in these districts are built out; however, in many cases there is significant redevelopment potential and opportunities including the following:

- Underdeveloped lots containing one- or two-story structures where up to four-story structures are feasible, or lots with a large open or surface parking areas which can accommodate additional structures;
- Brownfield sites that can be remediated and put to use; and
- Rehabilitation of historic structures to provide access to empty upper levels, and even new construction additions.

For these sites existing studies, orthophotography, and local knowledge were used to identify parcels with development and redevelopment potential. For example, there is approximately 65,000 square feet of underutilized and vacant space located in the upper stories of buildings in the designated downtown that could be available for commercial/residential use. Moreover, approximately 11 acres of vacant railroad land on Aldis and Lower Newton streets could accommodate an additional 200,000 square feet of industrial or commercial development if made available (Buckhurst, Fich, Hutton and Katz, "*Future Growth Projections, City and Town of Saint Albans, Vermont*," 1990).

Of the many potential redevelopment sites located throughout the City, ten sites were selected for specific analysis based on size, redevelopment prospects, and potential impact on the City (Map 4). On each site, a desirable redevelopment plan was assumed that considered present land use requirements, the character of surrounding neighborhoods, existing natural resources, and other relevant factors. The plans are not intended as blueprints for future development, but rather to simply provide a demonstration of what could be achieved on each site.

The results are summarized in Appendix 1 and reinforce the finding that, while the City of Saint Albans is already a densely settled urban area, there is more than enough opportunity for infill and redevelopment within its borders to accommodate all of its potential growth through 2030. For example, the Downtown Core site could accommodate 80,000 square feet of mixed-use commercial space to include Class A business office space, first-floor commercial retail space fronting Lake and Federal streets, and structured parking for up to 400 parking spaces in up to three (3) levels. This type of infill development could accommodate over 250 new jobs and could triple the amount of parking available in the current-site municipal lot. The Fonda site would be ideal for locating another manufacturing facility or redeveloped into a mixed-use development with residential and commercial uses.

The build-out analysis also demonstrates there is sufficient capacity within the municipality to absorb additional growth beyond what historic trends would predict. As Franklin County continues to attract new residents, the City of Saint Albans is able and ready to accept new growth and development that might otherwise take place in the rural portions of the County. To attract this growth, the City will continue to pursue proactive planning efforts and to seek out opportunities, tools and incentives to encourage smart growth urban development.

CITY OF ST ALBANS Residential Buildout Results

Map 3

- LEGEND**
- ★ Current Dwelling
 - Potential Dwelling
 - Developable
 - Under Min. Acreage
 - Grandfathered
 - Built Out
 - Mixed Use/Downtown
 - No Development
 - Interstate Highway
 - Federal Highway
 - State Highway
 - Road
 - City Boundary
 - Parcel Line
 - Designated Downtown
 - Stream or Brook
 - Pond

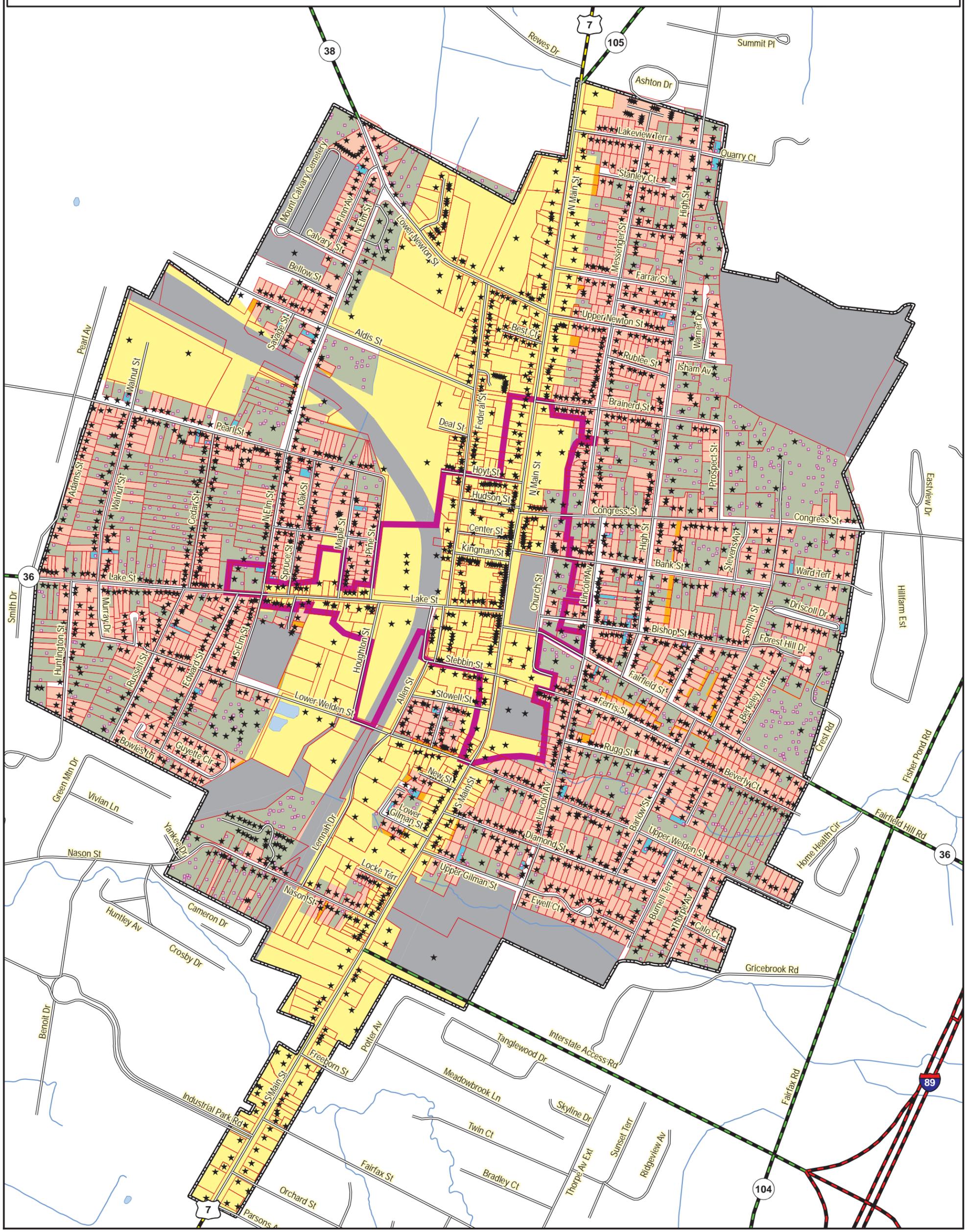
Vermont Coordinate System
 Transverse Mercator, NAD 83.
For planning purposes only.

Prepared by:
 Northwest Regional
 Planning Commission
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 802.524.5958
 www.nwrpcvt.com
 May, 2009.

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 franklin/st.albans/
 growthcenterapplicationfinal/
 residentialbuildoutresults.mxd

Data Source: All map features derived from YGIS digital coverages.
 North arrow on map refers to Grid North.

0 250 500 750 1,000 Feet



CITY OF ST ALBANS Redevelopment Sites

Map 4

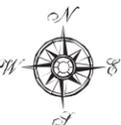
1. Downtown Core
2. 101 Lake Street
3. Handy's Lake Street
4. INS
5. J.C. Penney Plaza
6. Agway
7. Fonda
8. Handy's Toyota
9. Stebbins Street
10. Federal Street

LEGEND

- State Highway
- Street
- Railroad
- City Boundary
- Parcel Boundary
- Designated Downtown Boundary
- Stream or Brook
- Pond
- Redevelopment Sites

Vermont Coordinate System
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Data Source: All map features derived from VGIS digital coverages.

North arrow on map refers to Grid North.



Question 2. The proposed growth center is of an appropriate size sufficient to accommodate a majority of the projected population and development over a 20-year planning period. The proposed growth center does not encompass an excessive area of land that would involve the unnecessary extension of infrastructure to service low-density development or result in a scattered or low-density pattern of development at the conclusion of the 20-year period (24 V.S.A. § 2793c(e)(1)(F)).

The proposed growth center will result in a settlement pattern that, at full buildout, is not characterized by development that is not serviced by municipal infrastructure or that requires the extension of municipal infrastructure across undeveloped lands in a manner that would extend service to lands located outside compact village and urban centers (24 V.S.A. § 2791(13)(I)(iv)).

The proposed growth center will result in a settlement pattern that, at full build-out, is not characterized by linear development along well-traveled roads and highways that lacks depth, as measured from the highway (24 V.S.A. § 2791(13)(I)(v)).

2.1 Summarize the amount of land included within the proposed growth center and its build-out potential.

The proposed City of Saint Albans growth center is approximately 1,213 acres and includes the majority of land area within the municipal corporate limits. As described in Question 1.1C, the City completed growth projections and a build-out analysis which identified opportunities for infill development and redevelopment throughout the City. This analysis identified areas within the 1,213-acre proposed Growth Center having “absolute constraints” which allow no future development. These areas include protected open space, school property, cemeteries, and the railroad corridor. Within the residential areas of the City, the build-out analysis found that 399 acres are currently built-out, and the remaining 229 acres could conservatively support 952 new residential units.

Within the City’s mixed-use and commercial areas, multiple opportunities for infill and redevelopment are present. In our analysis of ten key redevelopment sites (excluding opportunities created by the Federal Street improvements), the City has demonstrated the potential to create 750,000 square feet of office space, 125,000 square feet of industrial space, and 227,000 square feet of other commercial/institutional space (Appendix 1).

2.2 Explain how the municipality arrived at the proposed growth center boundary and determined how much land was needed to meet the requirement of accommodating a majority of projected growth over the 20-year planning period, specifically justifying how the proposed boundary achieves the program goal of a compact center that does not encompass an excessive area of land.

The City of Saint Albans presents a unique situation in which the municipal boundary itself largely reflects the transition from high-density urban area development to lower-density suburban development of Saint Albans Town. Taken as a whole, the City plainly represents the image of a growth center as intended by and defined in 24 V.S.A. § 2791 (12)(B)iv. It is an area of high-density development and mixed uses, including residential, commercial, industrial and public spaces. Public parks, including the historic Taylor Park, and Aldis Hill, as well as community recreation space serve as focal points and create opportunities for public interaction and a cultural sense of place.

Three factors influence the decision of where to delineate the proposed boundary: (1) The need to include land that provides an opportunity to accommodate a variety of commercial and industrial development; (2) The need to provide opportunity for a variety of housing developments that meet the needs of a diverse population, including workforce, senior, family, and single-person households; and (3) The desire and statutory requirement to include important public and community facilities within the growth center boundary.

There is no single area or neighborhood of the City with a concentration of redevelopment and infill development sites; rather, these sites are distributed throughout the City. As was shown on Map 4, several key redevelopment sites are located in and around the designated downtown. On these sites, accommodating commercial development is the highest priority. These sites provide opportunities to site the projected job growth and new development in a design pattern consistent with the density and character of the downtown district.

While these sites also include opportunity for higher density housing, the opportunity for development of workforce housing, including single-family owner occupied homes, is in the City's residential neighborhoods. The build-out analysis identified several neighborhoods where long lots may be subdivided to accommodate additional residential development. New construction and rehabilitation of safe, high-quality workforce housing that meets the needs of the employees working in the growing sectors of health, education, information, and federal government, is a key component to attracting new City residents.



Long lots in several City neighborhoods provide opportunity for infill housing development.

Another important component to building a vital growth center is the inclusion of public facilities and resources. In Saint Albans, these facilities include three schools, City Hall, the Saint Albans Free Library, the post office, Northwestern Medical Center and several recreation fields. These facilities are focal points within the proposed Growth Center and enhance the sense of place and community for those living and working in the City.

In order to ensure development that is high-density and reflects smart growth principles, the City has excluded two areas from the Growth Center boundary. On the southern end, parcels south of the proposed Federal Street connector have been excluded as the development pattern is lower density and there are currently no plans or proposals to redevelop this area. In the northern area, parcels north of Stanley Court are excluded from the boundary as there are limited redevelopment opportunities and residential neighborhoods in this portion of the City are largely built-out. In both areas, the dominant land use is residential with no commercial properties able to site office or retail uses using either contemporary or smart-growth design specifications. Designation of both of these areas as B-2 Transitional Business districts, with the large majority of commercial uses requiring conditional use approval and design review criteria are applicable, is further evidence of the City's policy to focus future commercial investment into the designated downtown.

The proposed Growth Center does not include any outlying areas and does not create opportunity for development that is not consistent with the compact, urban development pattern characterizing the City of Saint Albans. Moreover, save for adjacent industrial areas and outlying detached single-family residential neighborhoods the proposed Saint Albans Growth Center is organized to direct the 20-year projected attached residential, office, and retail growth into the established designated downtown area. In order to ensure continued high-density development, the City's Land Development Regulations require lot sizes consistent with the historic downtown development pattern. Additional discussion regarding the role of the Land Development Regulations in implementing the growth center is found in Question 4.2.

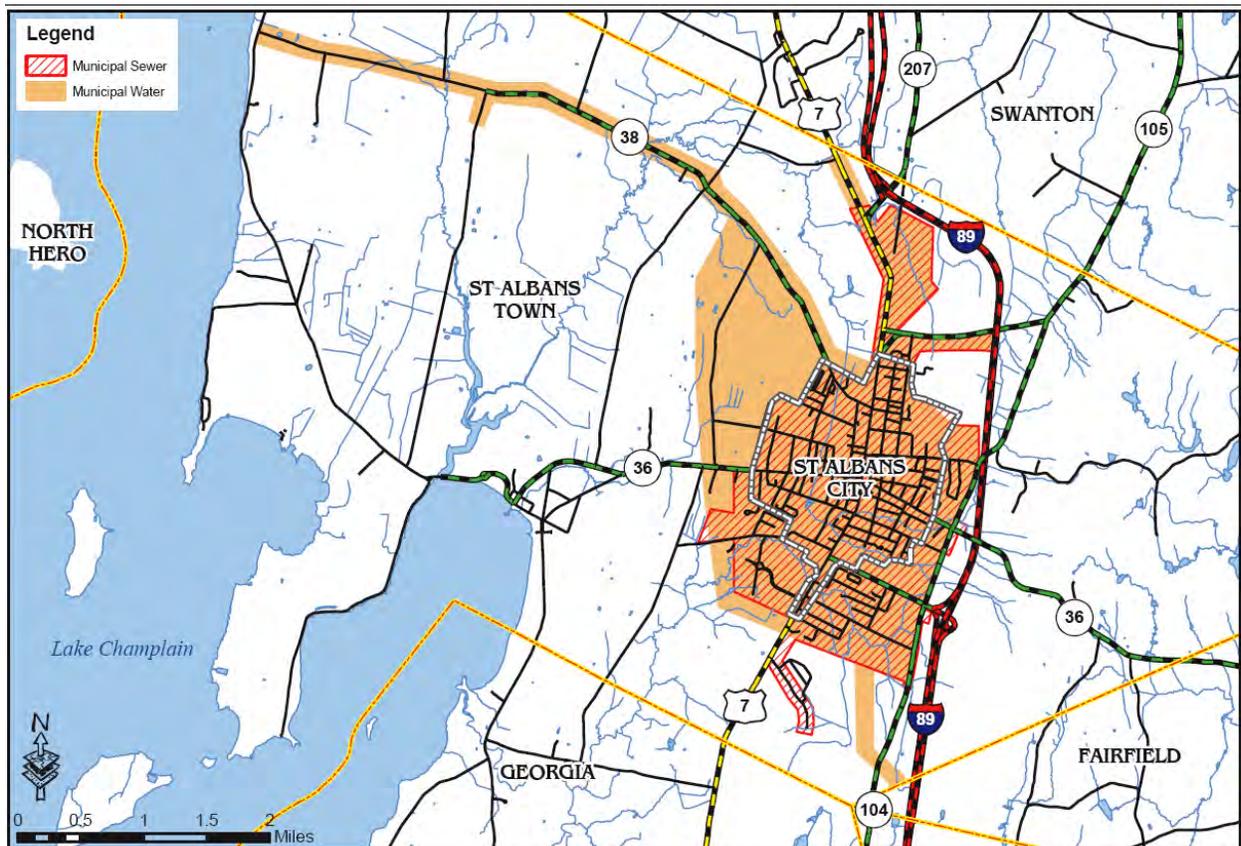
2.3 Identify the steps that the municipality is taking to manage any necessary extensions of infrastructure to parts of the municipality that are currently not served by water or wastewater

The City of Saint Albans has the requisite water and wastewater infrastructure and capacity to meet the needs of the proposed Growth Center. The City of Saint Albans Wastewater Plant is currently permitted for 4 million gallons per day (GPD), with 720,000 GPD of additional hydraulic capacity. Currently, 3,657 GPD of wastewater capacity is held in reserve for downtown development and more is available if needed. The City's Water Treatment Plant relies on two source supplies: the Fairfax Reservoir and Lake Champlain, each of which is designed to produce 3 million GPD for a combined total of 6 million GPD. Current usage averages 2.1 million GPD.

The City's water and wastewater systems serve the entire municipality, and also developed areas in the Town of Saint Albans (Map 5). The City and Town recently signed a water/wastewater supply agreement which authorizes sale of up to 100,000

GPD of wastewater capacity from the City to the Town. Under this agreement, the Town would pay the capacity at market rates and can then re-sell it in accordance with their own process and priorities. If the Town buys the capacity, the two municipalities will work jointly on rate setting and capital planning for the infrastructure. There is adequate capacity to meet the provisions of this agreement with the Town of Saint Albans and still maintain adequate capacity to meet the needs of new development expected within the proposed growth center. The condition and anticipated investments in the water and wastewater systems are further discussed in Question 6.1.

Map 5. Water and Sewer Service Area

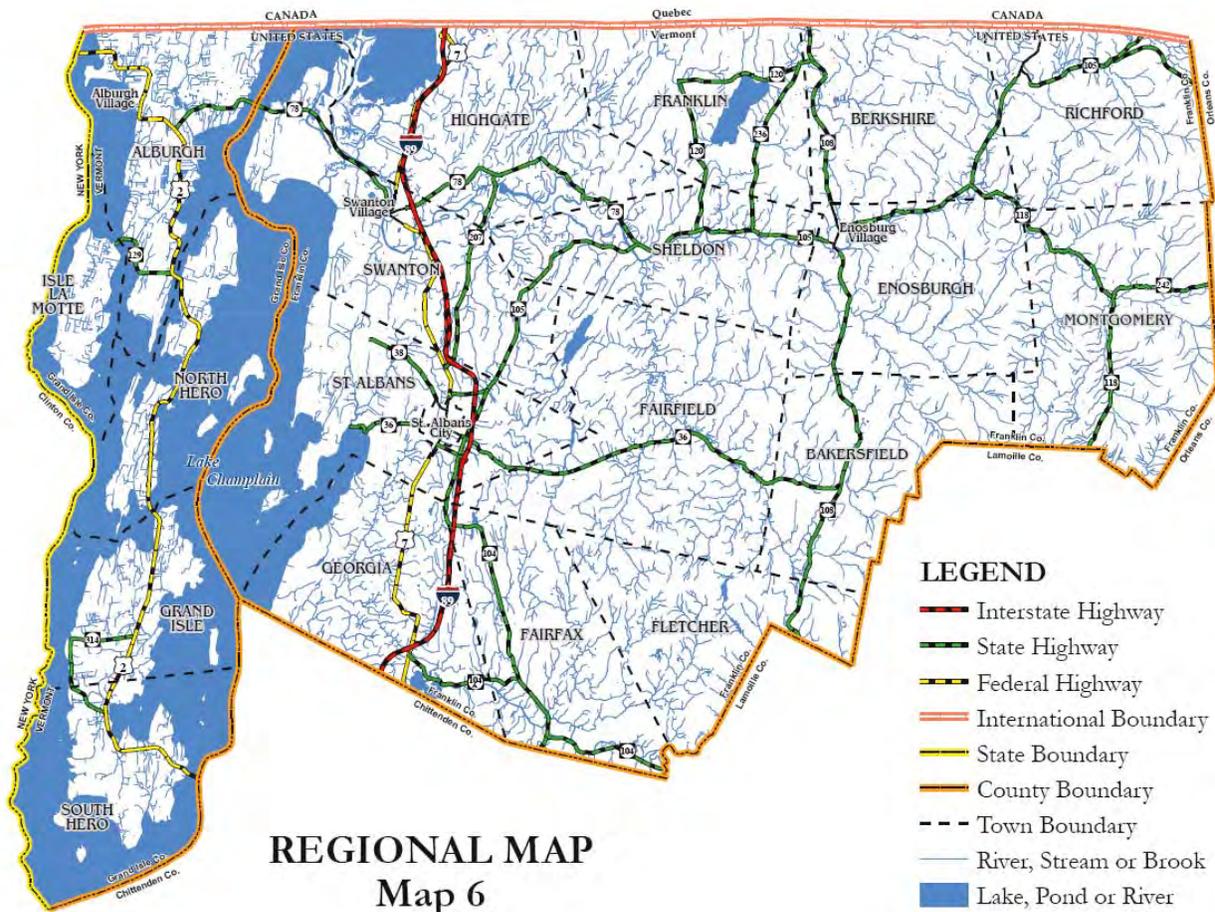


Question 3. The proposed growth center will support and reinforce any existing designated downtown, village center, or new town center located in the municipality or adjacent municipality by accommodating concentrated residential neighborhoods and a mix and scale of commercial, civic, and industrial uses consistent with the anticipated demand for those uses within the municipality and region (24 V.S.A. § 2793c(e)(1)(G)(i)).

The proposed growth center is planned to develop compact mixed-use centers at a scale appropriate for the community and the region (24 V.S.A. § 2791(13)(B)).

3.1 Identify all designated downtowns, village centers and new town centers in the applicant municipality and adjacent municipalities.

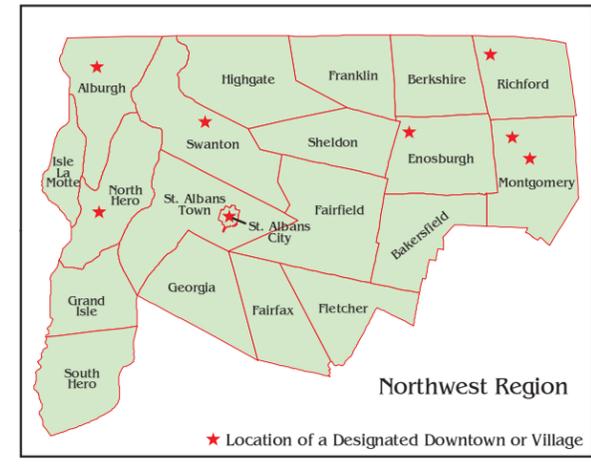
A Map of the northwestern region is included below (Map 6). There are currently eight designated villages in northwest Vermont, as shown in Map 7. The City of Saint Albans is the only designated downtown in the region.



Designated Downtown & Villages Northwest Region, Vermont Map 7



Vermont Coordinate System
Transverse Mercator, NAD 83.
For planning purposes only.
Prepared by:
Northwest Regional
Planning Commission
155 Lake Street
St. Albans, VT 05478
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Enosburg Falls Designated Village



Richford Designated Village



Alburgh Designated Village



Swanton Designated Village

LEGEND

 Designated Downtown

 Designated Village



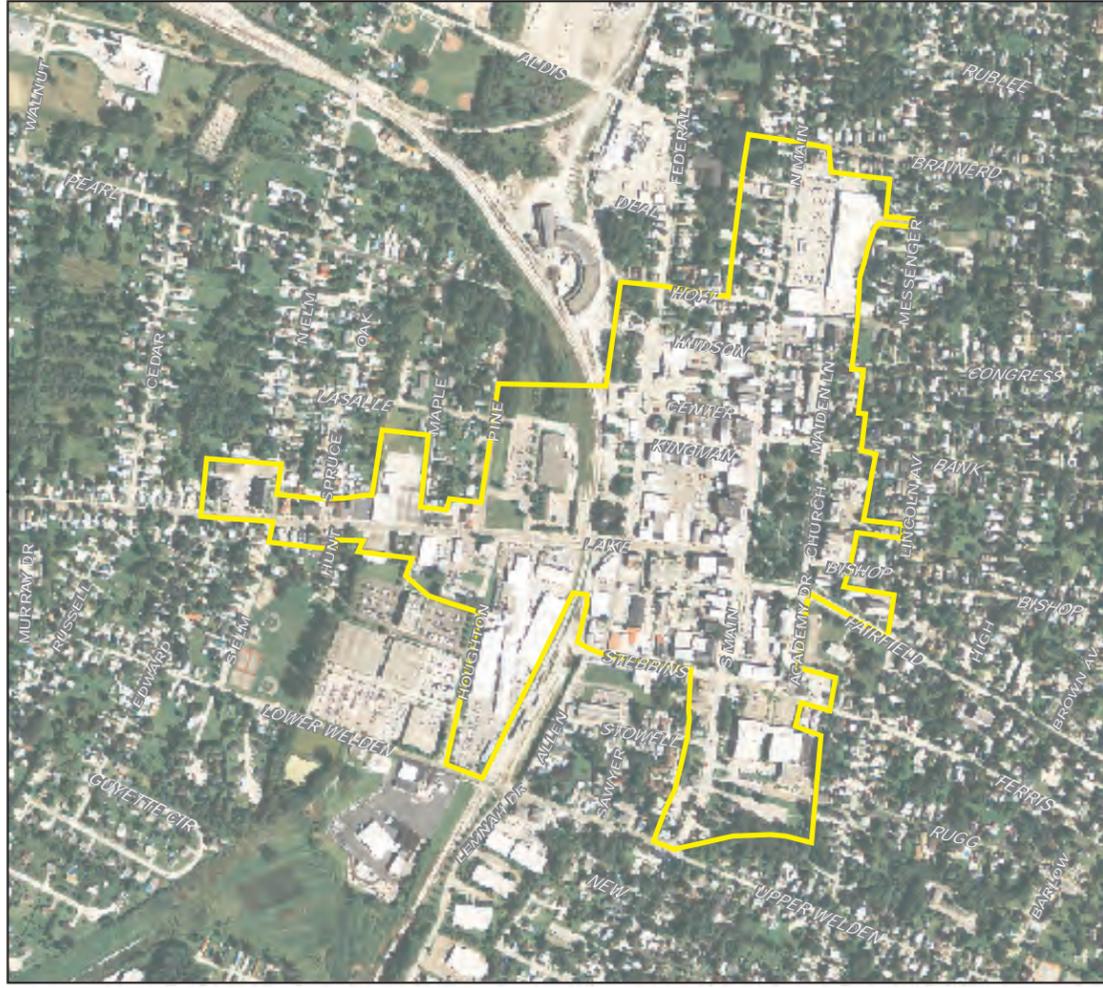
Montgomery Center Designated Village



Montgomery Village Designated Village



North Hero Designated Village



St Albans Designated Downtown

3.2 Identify all major retail areas (downtowns, shopping centers, malls, big-box stores, etc.) within the applicant municipality and adjacent municipalities, specifically noting which currently function primarily as community-serving retail areas and which serve primarily as destination retail areas.

As mentioned earlier, City of Saint Albans is statistically and socially identified as the “commercial hub for goods and services” to the Northwest region of the State. Located in the heart of the city’s business district; the historic downtown serves as the center for commerce and social activity for the region.

Saint Albans also clearly serves as a retail destination area for many communities in the greater Franklin County region. The 2006 Market Analysis determined where most of the City’s customers originated and determined the “primary trade area” of the downtown to include: City and Town of Saint Albans, and the towns of Fairfield, Georgia, Sheldon and Swanton. The secondary trade area additionally includes the communities of Alburg and East Fairfield. The Study identified approximately 250 retail establishments alone in the downtown Saint Albans primary trade area with combined annual sales of \$341.2 million, which accounts for an approximate 12% share all retail expenditures within the region. The study also found the downtown serves a significant number of visitors to region, with approximately 25% of sales coming from tourism-based sales.

North of the City is a large retail area on US Route 7, near the Interstate 89-Exit 20 interchange, in the Town of Saint Albans. Containing various commercial and service-based businesses scattered throughout several strip mall developments, a mix of large-scale big box retail such as department stores, office supply and grocery stores, fast food chain restaurants, and auto dealerships, the district is automobile-oriented with minimal site-internal private sidewalks and no public pedestrian amenities. The area is exclusively designed for and caters to vehicles containing residents and visitors of Saint Albans and surrounding towns. A large-box retail development (Wal-Mart) has been proposed for this area, and is in the permitting process.

3.3 Describe the extent to which any downtowns, village centers or new town centers (designated or non-designated) that are located outside the proposed growth center currently serve as significant employment, retail, service or civic centers for residents in the applicant municipality.

The 2006 Market Analysis found that Saint Albans Downtown and surrounding retail trade area is leaking sales in the amount of approximately \$16.6 million annually. Most of this leakage is going to the greater Burlington area. Consumers travel south on Interstate 89 just 30 miles outside Franklin County to the Chittenden County municipalities of Colchester, Burlington, South Burlington and Williston, among others, to find goods and services not offered in Franklin County. The greater Burlington metropolitan area serves as Vermont’s largest destination for retail expenditures, and the above municipalities contain multiple box retailers, chain restaurants, pedestrian malls, specialty boutiques, shopping and commercial strip centers.

As discussed in Question 3.4 below, Chittenden County also serves as a significant employment center in northwest Vermont. Using the current available data sets it is not possible to determine whether the retail and employment centers accessed by City of Saint Albans residents are located within downtowns, village centers, or new town centers.

3.4 Describe the extent to which the applicant municipality currently serves as an employment and/or residential center in the region, presenting the best available statistics regarding place of work and residence for people living and working in the applicant municipality.

The City of Saint Albans is well-established as both an employment and residential center within northwest Vermont. As discussed previously in Question 1, the City serves as the major employment center for Franklin County. The data collected indicates that over the past twenty years, the number of people employed in the City has grown by 40% and that the City currently provides nearly half of jobs in the Franklin County region. According to the 2000 US Census, approximately 42% of City residents are currently employed within the City (Table 7). In addition, of the 22,578 residents from Franklin County that commute to work on a daily basis, 22.3% commute to the City of Saint Albans (UVM Center for Rural Studies).

Goal: Support and develop Saint Albans City's role in the region's economy by insuring the availability of a variety of goods and services, employment growth, economic opportunities, and financial resources for current and future City residents and the businesses that serve the region.

Saint Albans City Plan, pg 55

It is critical that the proposed Growth Center continues to attract and grow new business investment and ensure the City's continued role as the employment center of the Franklin County/northwest Vermont region. Data collected from the recent Strategic Economic Development Plan commissioned by the Franklin County Industrial Development Corporation (FCIDC) estimates that, by 2012, six hundred and eighty one (681) new key industry jobs are needed plus an additional one hundred and ninety nine (199) jobs to replace jobs lost from 2000 – 2003 and to ensure sound economic growth in the region. The study demonstrates that the county has an available workforce living within its borders to fill jobs, if those job opportunities are available.

Implementation of the proposed Growth Center is vital to strengthening the overall economy of Franklin County. As demonstrated in Question 1, the City of Saint Albans Growth Center will be capable of accommodating 1,800 new jobs in the next 20 years. Using the tools and resources available through growth center designation, in addition to proactive planning and strong public-private partnerships, the City is well-poised to attract new employers and maintain its position as the regional employment center.

As discussed in Question 1.1, the City’s role as a residential center has diminished somewhat in recent decades. It remains, however, a principal residential location for Franklin County. As the number of residential households increases into the future, The City will continue to play an important role in providing housing within the region by providing a diverse mix of housing types, tenures, and price range that compete with rural housing developments while offering the service, economic, and social amenities of urban life.

Table 7. Work Destinations for City of Saint Albans Residents

Workplace Location	# of City Residents Commuting to Destination	% of City Residents Commuting to Destination
City of Saint Albans	1604	42.5%
Saint Albans Town	496	13.1%
Other Franklin County, VT	417	11.0%
Bakersfield	4	0.1%
Berkshire	5	0.1%
Enosburgh	42	1.1%
Fairfax	23	0.6%
Fairfield	14	0.4%
Fletcher	8	0.2%
Franklin	7	0.2%
Georgia	66	1.7%
Highgate	39	1.0%
Montgomery	18	0.5%
Richford	31	0.8%
Sheldon	31	0.8%
Swanton	129	3.4%
Chittenden County, VT	1173	31.1%
Burlington City	292	7.7%
Charlotte	5	0.1%
Colchester	151	4.0%
Essex	264	7.0%
Jericho	6	0.2%
Milton	90	2.4%
Richmond	7	0.2%
Shelburne	16	0.4%
South Burlington	210	5.6%
Williston	93	2.5%
Winooski	39	1.0%
Addison County, VT	12	0.3%
Caledonia County, VT	7	0.2%
Lamoille County, VT	5	0.1%
Washington County, VT	29	0.8%
Clinton County, NY	25	0.7%
Canada	7	0.2%
Source: 2000 US Census		

3.5 Summarize the Regional Planning Commission's 20-year projections for population, housing, employment growth for the region and discuss what percentage of regional growth the municipality is planning to accommodate within its growth center by type – residential, commercial (retail and non-retail), and industrial, and how that compares to its current regional share, explaining any significant changes in regional share being planned for by the municipality.

The methods and results of regional projections for population, housing and employment are described in Question 1.1. In all three areas, the City is projected to have a decreasing share of growth over the next 20 years as summarized in Table 8.

	Projected Regional Share			
	2000	2010	2020	2030
Population	17%	16%	15%	15%
Housing	18%	16%	15%	14%
Employment	48%	47%	42%	38%

As part of growth center planning, the City has begun to identify tools and opportunities to reverse the trends of decentralization and to maintain its regional share of population, housing and jobs. Reversing this trend is consistent with state and regional goals to maintain the rural character and natural resources of Franklin County, and directly meets the intent of the Growth Center program.

Question 4. The proposed growth center promotes densities of land development that are significantly greater than existing and allowable densities in parts of the municipality that are outside a designated downtown, village center, growth center, or new town center, or, in the case of municipalities characterized predominately by areas of existing dense urban settlement, it encourages infill development and redevelopment of historically developed land (24 V.S.A. § 2791(12)(B)(iv)).

The proposed growth center results in compact concentrated areas of land development that are served by existing or planned infrastructure and are separated by rural countryside or working landscape (24 V.S.A. § 2791(12)(B)(vi)).

The proposed growth center is planned to maintain the historic development pattern of compact village and urban centers separated by rural countryside (24 V.S.A. § 2791(13)(A)).

The proposed growth center will result in a settlement pattern that, at full build-out, is not characterized by scattered development located outside of compact urban and village centers that is excessively land consumptive (24 V.S.A. § 2791(13)(I)(i)).

The approved plan and the implementing bylaws further the goal of retaining a more rural character in the areas surrounding the growth center, to the extent that a more rural character exists (24 V.S.A. § 2793c(e)(1)(D)(iv)).

4.1 Discuss the character, land uses and density of development that currently exists and will be permitted on lands within the designated downtown, village center or new town center associated with the proposed growth center, specifically citing the steps the municipality is taking to encourage infill development, adaptive reuse and/or redevelopment of vacant or underutilized land within the designated downtown or village center, or to promote development with a 'downtown' character within a new town center.

Saint Albans today is reminiscent of the vibrant, cosmopolitan railroad center it once was. Main Street, bustles with fine specialty shops and award-winning restaurants providing an air of classic New England charm and rural flavor. The downtown area includes a broad range of uses including cultural, commercial, civic, institutional and residential -- all vital components of maintaining a healthy vibrant community. Downtown Saint Albans also displays exceptional architecture and encompasses the commercial and civic core of the city. The City's expansion and prosperity is reflected by the quality of buildings in the commercial core. Ranging in date from 1812 –1932, the Historic District structures are extraordinary and combine to form spectacular streetscapes by appropriately and proportionately framing the public realm.

Taylor Park is a grand public space that has been the heart of Saint Albans, Vermont since its creation, serving as the community center for many gatherings and events in the downtown historic district. The buildings on Main and Church Streets appropriately frame the outdoor commons, reinforcing the aesthetic value of this open space in the downtown. Particularly striking are the monumental buildings with their picturesque towers and buttresses that line the east side of Taylor Park on Church Street. Through the years, the park has remained the focal point of the downtown and is beautifully complemented by the commercial, religious buildings surrounding it.

The downtown district further reflects Saint Albans' growth as a major commercial and governmental center in northern Vermont and the prosperity brought by the Central Vermont Railroad in the mid-nineteenth century. The introduction of rail played a vital role in the city's growth and economy, bringing great prosperity, affluence and a wide variety of new mixed use development. A mix of uses is found in the City's historic downtown and along Lake Street. Uses in these areas include but are not limited to retailing, professional offices, banks and restaurants, general business and repair services, government services, and upper story residential units.

The downtown structure mass includes mainly older, multi-story, brick structures that front the street with little or no setback. Public space is well-defined and proportioned, providing a focus for public life. While limited, some potential for infill development does exist within the downtown district. Appropriate and compatible redevelopment, including the adaptation of existing structures for new uses, and the replacement or expansion of structures on underutilized lots, can allow for continued growth within these areas. Significant private investment has been initiated in the district since designation, which includes the rehabilitation of several large historic buildings located in the heart of the downtown. The Waugh Opera House on Main Street was recently rehabilitated in partnership with Housing Vermont and Champlain Housing Trust and now includes 20 new apartments in upper story floors that overlook Taylor Park. A City resident, who also owns several prominently-located historic properties in the Downtown, has recently converted unused upper story vacant space in three buildings into various mixed uses, including apartments, office space and extended-stay suites.

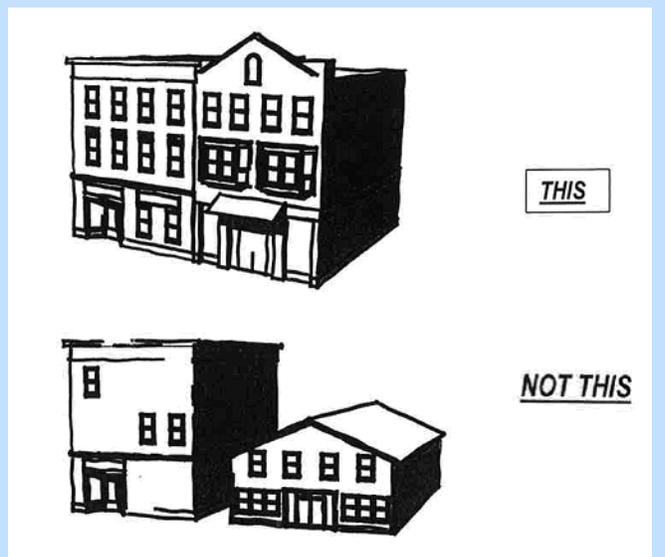
The City of Saint Albans, regional entities and the community are working collaboratively to foster both new public and private investment to preserve the character of the district and ensure a healthy and vibrant commercial center. In 2004, the community established SAFF to specifically foster activities according to the National Main Street Center's Four-Point Approach of organization, design, economic restructuring, and promotion. That same year the City/SAFF applied for and received Vermont Downtown Designation, which provided additional technical resources and precedence for state-sponsored funding and redevelopment initiatives.

The City of Saint Albans Land Development Regulations are intended to perpetuate the historic development pattern and unique character of the City. To accommodate mixed, use downtown development, the majority of the downtown area has been zoned B-1

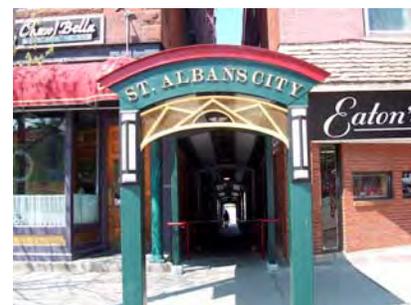
Central Business District. The overall intent of the Business District zoning area is to provide for a diverse range of commercial and related activities to protect and enhance the City’s role as the economic center of northwest Vermont and to safeguard the City’s cultural and historic characteristics. As noted previously, the City’s land use policies also seek to encourage infill development, redevelopment, and reuse. Recently, in 2008, the City revised, updated and adopted their design review standards to ensure that future development maintains and enhances the character of the community (Figure 10). Consideration is presently being given to incorporating form-based regimens in the Land Development Regulations to further promote development and redevelopment consistent with the downtown’s private and public space dimensions.

Figure 10. Example from Design Review Standards

Design review standards, included in the City’s Land Development Regulations, are one tool the City uses to ensure that new development downtown is consistent with the historic architecture of the City and does not detract from its unique character. These standards, revised in 2008, provide guidance to applicants about exterior design, signs, lighting and other architectural features of the building.



In 2009 the City and SAFF completed the Saint Albans Downtown Master Plan, and the document was endorsed by both the Planning Commission and City Council. The Downtown Master Plan establishes a design template for the downtown that includes streetscape public spaces, transportation amenities, and utility infrastructure. The City/SAFF management committee has undertaken implementation of the Plan’s primary project recommendations, and the City’s growth center work directly correlates with this initiative. The growth center entails identification and preliminary analysis of available properties that will stimulate growth in the downtown through active encouragement of the highest and best use of potential infill sites and properties available for development, redevelopment and adaptive use. Of the ten (10) key redevelopment sites discussed previously in the build-out analysis, eight are in or adjacent to the designated downtown. Implementation of the growth center will help build strategies to promote and accommodate future



The covered walkway provides a safe, well-lit passage between Main Street and public parking.

economic growth, both in housing and commercial development on these sites.

In addition to the above planning efforts, the City has been successful in securing several intergovernmental grants to improve the downtown transportation infrastructure. In 2006, a Vermont Transportation Enhancement grant was received to construct a covered walkway, transforming an uninviting alleyway into a gateway to Main Street shopping from the municipal parking lot off Federal Street. Murals are planned in the future for the walls of the adjacent buildings, which will entail a design reflective of the rich history of the rail and its significance to the City's heritage. The SAFF Design Committee is also planning construction of a directional kiosk at the top of the walkway ramp. The covered walkway offers a more inviting and safe pathway between the parking lot and access to Main Street businesses.

In March of 2007, the Vermont Downtown Board awarded a grant from the Downtown Transportation Fund to support improvements to Taylor Park. Other funding partners included the Vermont Agency of Natural Resources, the US Environmental Protection Agency via the Regional Planning Commission, and the Taylor Park Commission. The project included sidewalk replacement with pervious concrete and landscaping work along the Main Street side of the park. The new sidewalk was also widened to better accommodate community events and the Farmer's Market -- a recommendation resulting from the 2006 Market Study and affirmed in the Downtown Master Plan. The project also included landscaping around the sidewalk to remove and replace diseased trees along Main Street. This is a very important project to downtown revitalization efforts, the Park and the community as it has set a LEED design precedent within the community hub of Taylor Park.



A new sidewalk in Taylor Park installed in 2008 provides more space for community events.

4.2 Discuss the character, land uses and density of development that currently exists and will be permitted on lands within the proposed growth center but outside the designated downtown, village center or new town center associated with the proposed growth center, specifically citing the steps that the municipality is taking to encourage a the settlement pattern resulting from growth center designation that is not characterized by scattered or excessively land consumptive development.

Beyond the designated downtown, the City of Saint Albans continues to reflect a high-density urban land use pattern. The land use generally reflects a concentric-radial development pattern, centered on the retail and commercial development concentrated in the downtown. The areas beyond the downtown, to the south and north on US-7, serve as gateway districts and incorporate uses that support a wide range of business activities. These areas, zoned as B-2 Transitional Business District, accommodate a

variety of business and residential uses fronting to a wide, tree-lined Main Street on either end of downtown.



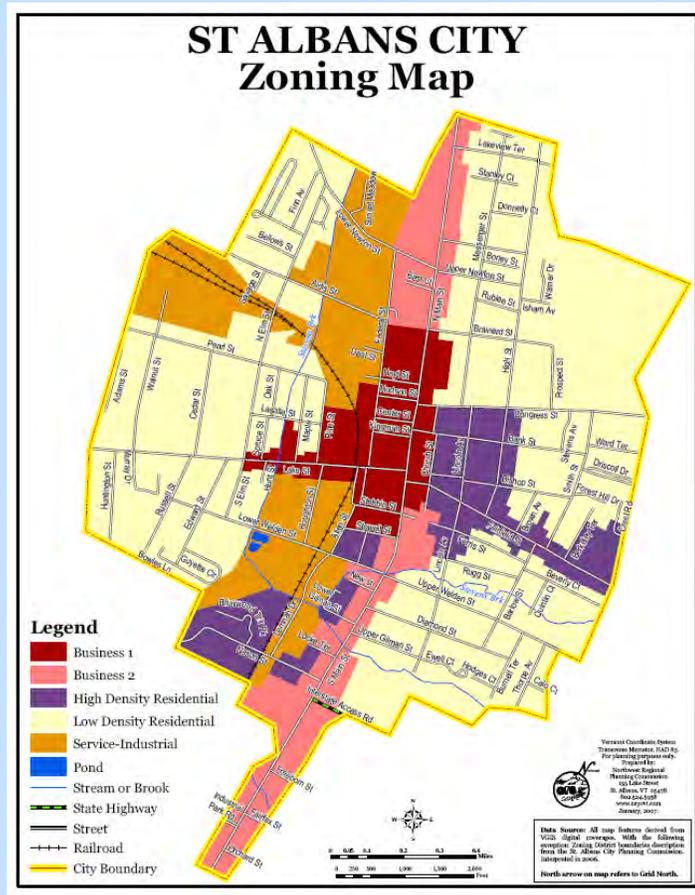
The former Fonda building, located along the Federal Street Corridor, is currently a brownfield site and is a high priority for redevelopment.

Industrial development in the City is located mainly along the railroad corridor west of Federal Street where the City's industrial park, the former Fonda Solo Cup Factory and professional offices for the State and Homeland Security are located. Expansions of business and industrial uses have been accommodated through the development of the City's industrial park, accessed from Lower Welden Street.

Residential uses are by far the most predominant in the City in

surrounding areas of the downtown and include both low and high density uses. Residential neighborhoods have developed concentrically outward from the urban core. Neighborhoods west of Federal Street tend to be somewhat isolated from the downtown area, separated by rail and industrial land, and shopping plazas. Most residential neighborhoods maintain their distinctive character, reflecting the period and conditions under which they were constructed. Of particular note are historic residences along, and east of Main Street (the "Hill Section"), including the many larger homes lining Congress Street. Today these homes have become expensive to maintain, and as a result are subject to changing use. Of particular note is the conversion of a number of residential properties along North and South Main Streets to office or professional uses. Detached single family dwellings are the most common form of residential buildings throughout the City. In recent years, some new single family construction has occurred. The conversion of larger single family homes into apartments has occurred, creating higher densities of residential development in traditionally lower density neighborhoods. These types of residential infill development, which make more efficient use of existing structures and available land, are expected to continue as land for development becomes increasingly scarce. "Landlocked" areas within a block also may be subject to development as vacant land bordering local streets diminishes.

Figure 11. Summary of Saint Albans City Land Development Regulations



LDR-Low Density Residential

The intent of this District is to maintain within the City a pleasant and uncrowded residential area, and to encourage appropriate development and/or redevelopment that will complement the existing residential land use. This area shall be primarily for single-family dwellings, along with accessory uses. A variety of other residential uses, along with selected non-residential uses may be allowed as conditional uses, provided they meet all applicable standards and can be shown to be compatible with the district's objectives.

Minimum lot size: 9,500sf for single family, 5,000sf per unit for multifamily, and 12,000sf for all other uses.

Permitted Uses: Day care homes large and small, single family dwellings, group homes, home occupations, and accessory structures

HDR- High Density Residential

The intent of this district is to provide an area within the City for moderately dense residential development and growth, while maintaining a safe and healthy atmosphere for the district's residents. Single-family dwellings shall be permitted uses within this district, along with accessory uses. A variety of other residential uses, along with selected non-residential uses may be allowed as conditional uses, provided they meet all applicable standards and can be shown to be compatible with the district's objectives.

Minimum lot size: 7,500sf for single family, 5,000sf per unit for multifamily, and 10,000sf for all other uses.

Permitted Uses: Day care homes large and small, single family dwellings, group homes, home occupations, and accessory structures

Figure 11, cont'd

Business Districts

It is the intent of the Business District to provide for a wide range of commercial and related activities to safeguard and enhance the City's role as the economic center of northwest Vermont. It is also the intent of this district to protect the historic and cultural characteristics, which distinguish the City of Saint Albans, and to enable a diverse range of uses, which contribute to the vitality and diversity of the Business District and to expand the tax base. Toward these ends, the Business District is composed of two subdistricts: B1 - Central Business Subdistrict and B2 - Transitional Business Subdistrict.

1. B1- Central Business Subdistrict

It is the intent of the B1 - Central Business Subdistrict to provide for a diverse range of business and service uses within the traditional business center of the City. The subdistrict is intended to protect and enhance the function of the downtown area as the primary commercial, financial, retail and governmental center of the region. It is designed to accommodate a wide variety of commercial activities, particularly those which benefit from pedestrian activity and access. Design criteria for the subdistrict are intended to protect the National Landmark Historic District and the special urban features of Taylor Park.

Minimum lot size: 2,000sf

Permitted Uses: Banks and other financial institutions, Day care homes large and small, dry cleaner/laundromat, second story residential, first floor residential outside historic district, group homes, office/clerical/research, personal services, restaurant/café, sales/rental of goods, commercial school

2. B2 - Transitional Business Subdistrict

It is the intent of the B2 - Transitional Business Subdistrict to provide for the location of a wide range of business activities. These activities support the function of Saint Albans as the primary business center in the region and provide a wide range of goods and services for local and regional needs outside the downtown area. These areas are convenient to customers, preserve the carrying capacity of streets and require the provision of off-street parking and loading. Design criteria for the subdistrict are intended to encourage the expanded use and preservation of existing buildings or new construction, alterations, and enlargements compatible with the architectural character of the subdistrict.

Minimum lot size: 7,500sf for single family, 5,000sf per unit for multifamily, and 7,500sf for all other uses.

Permitted Uses: Banks and other financial institutions, social/private clubs, Day care homes large and small, dry cleaner/laundromat, second story residential, group homes, home industry, home occupation, library/museum, personal services, commercial school, accessory structures

S-IND – Service Industrial District

It is the intent of the S-IND Service Industrial District to provide for the location of a wide variety of service, industrial, manufacturing, distribution and research facilities providing employment opportunities and broadening of the tax base of the City. These locations provide good transportation and infrastructure access. All uses shall be in conformance with the performance standards found in Section 519 of these regulations. Due to the location of the district adjacent to residential areas, buffering shall be required to minimize conflicts between non-residential uses and residential districts.

Minimum lot size: 10,000sf

Permitted Uses: Building contractor's facility, Day care home large and small, group home, home industry, home occupation, industrial/commercial dry cleaner/laundry, manufacturing/processing, convenience store, motor vehicle sales and service, office/clerical, storage/warehouse

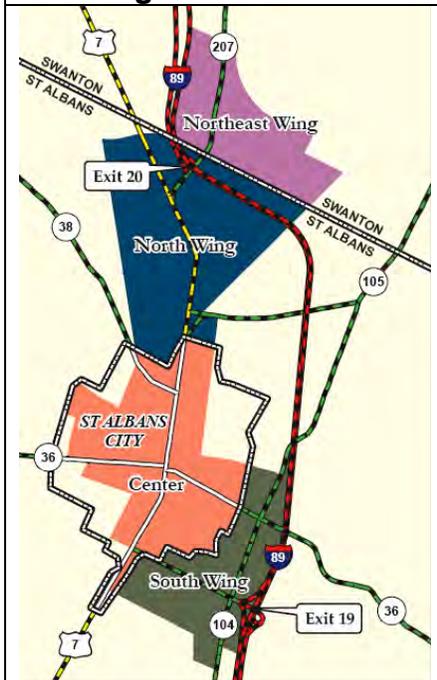


The former Leader Evaporator building has since been converted to housing and reopened in 2007 as the Willard Mill.

The City also seeks, through both regulatory and non-regulatory means, to promote redevelopment projects. For example, early in 2006, the City suffered a significant economic development blow, when the Fonda Solo Cup Factory closed its doors, leaving approximately 120,000 sq ft of commercial/industrial vacant space housed in three adjoining buildings.

In September of 2007, the City purchased the building with the intent to redevelop the site. To date the City has conducted a Phase I & II environmental assessment and has also completed supplemental testing which was recently completed in 2008. The City has also applied and received for two EPA Brownfield grants totaling \$400,000. Upon the completion of remediation and demolition, the City anticipates that this site could house a new 120,000 sq ft commercial/industrial building and bring hundreds of new jobs to the City.

Map 8. Regional Growth Center as designated by the Northwest Regional Planning Commission.



In 2007, the City suffered yet another closure with the announcement that the Leader Evaporator manufacturing facility was moving its operation out of the City to the neighboring town of Swanton. The City promptly put plans into motion to foster a redevelopment plan for the site that was both compatible to the area and maintained the integrity and character of the surrounding residential neighborhood. The City worked with Housing Vermont and the Champlain Housing Trust to develop 27 (12 one-, 13 two- and two 3-bedroom) affordable housing units in the old structure. Twenty-four of the units are perpetually affordable. Brownfield issues were remediated inside and outside of the building and an addition was removed.

4.3 Discuss the character, land uses and density of development that currently exists and will be permitted on lands outside the proposed growth center, specifically citing the steps the municipality is taking to further the goal of retaining rural character outside the proposed growth center, to the extent that such a character exists.

CITY OF ST ALBANS Conserved Lands

Map 9

LEGEND



Town/City Boundary



Conserved Land

Vermont Coordinate System
Transverse Mercator, NAD 83.
For planning purposes only.

Prepared by:

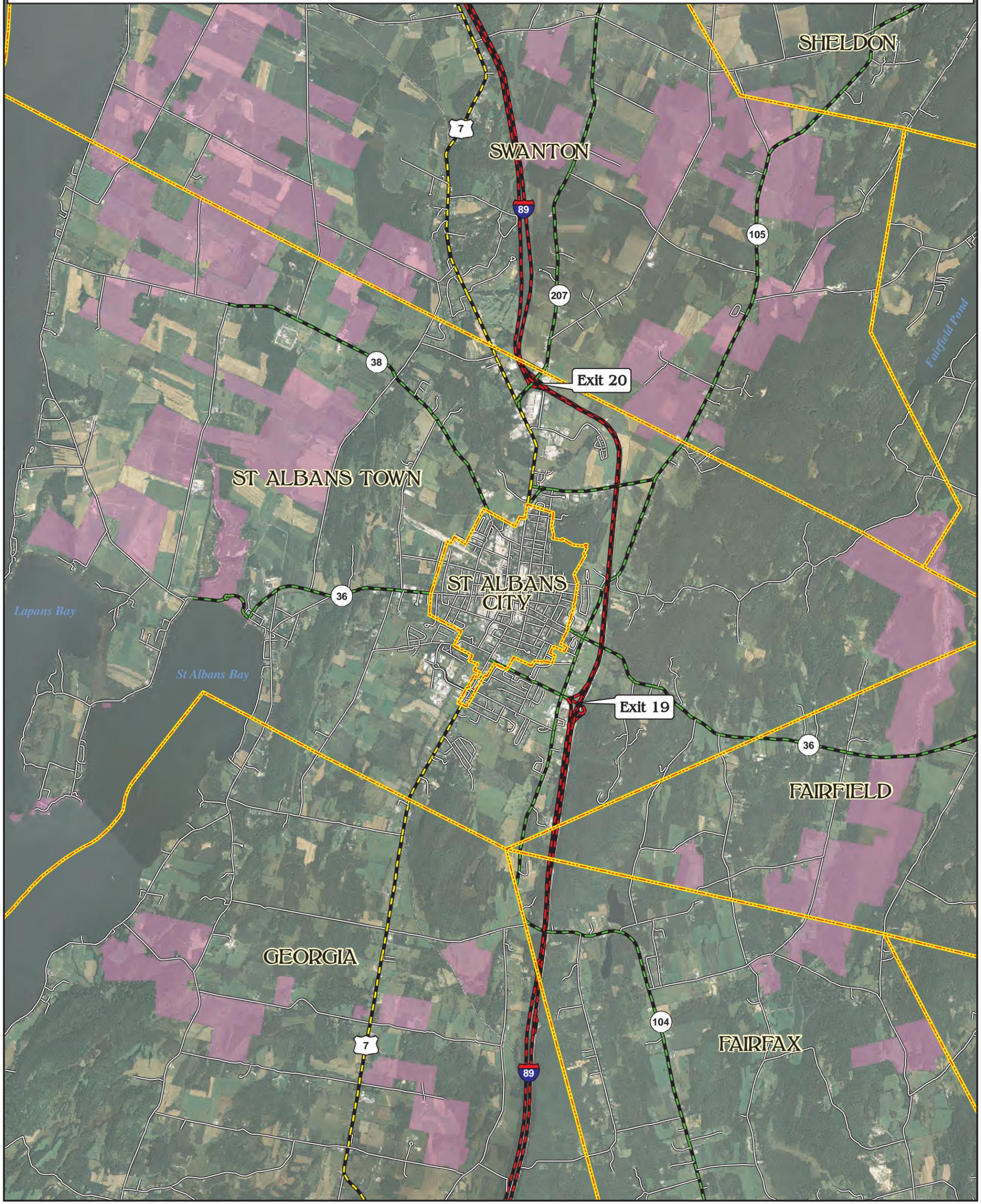
Northwest Regional
Planning Commission
155 Lake Street
St. Albans, VT 05478
802.524.5958
www.nrpvt.com

May, 2009.

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Data Source: All map features derived
from VGIS digital coverages.

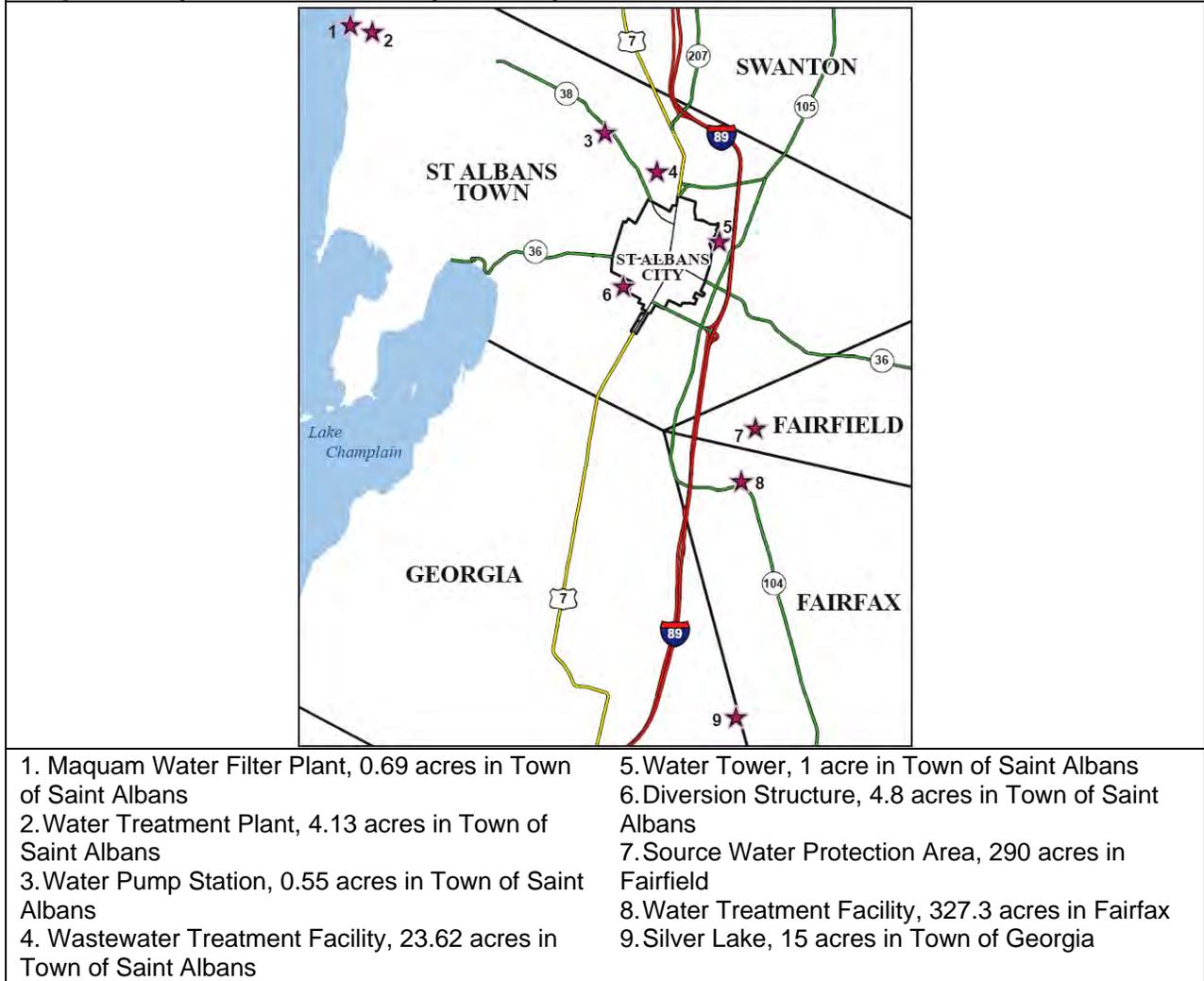
North arrow on map refers to Grid North.



The City of Saint Albans growth center is surrounded on all sides by the Town of Saint Albans. The Town is an independent municipality and the regulation of these lands is beyond the jurisdiction of the City. The Town of Saint Albans, as well as the Town of Swanton, has identified the areas immediately adjacent to the east and north of the City as growth areas as reflected on the regional growth center map (Map 8). However, much of the land to the west of the City continues to be dominated by agricultural uses and to the east of Interstate 89, lands have been zoned as rural and conservation. As shown on Map 9, there are a significant number of conserved lands in the communities surrounding City of Saint Albans.

While the City does not have regulatory control over lands beyond their borders, they do own land in these rural areas and, as a landowner, help to maintain rural open lands beyond the growth center (Map 10). In addition, the City actively participates in regional planning efforts and supports efforts by our surrounding communities to conserve rural lands and protect prime agricultural soils.

Map 10. City Owned Land Beyond City Limits



Question 5. The proposed growth center incorporates a mix of uses that typically include or have the potential to include the following: retail, office, services, and other commercial, civic, recreational, industrial, and residential uses, including affordable housing and new residential neighborhoods, within a densely developed, compact area (24 V.S.A. § 2791(12)(B)(i)).

The proposed growth center is planned to support a diversity of viable businesses in downtowns and villages (24 V.S.A. § 2791(13)(G)).

The proposed growth center is planned to provide for housing that meets the needs of a diversity of social and income groups in each community (24 V.S.A. § 2791(13)(H)).

5.1 Summarize the desired mix of uses within the proposed growth center as envisioned in the municipal plan and allowed under the land use regulations, specifically identifying any steps the municipality is taking to encourage for mixed-use development within the proposed growth center.

The City of Saint Albans is and will continue to be a mixed-use, urban center with a unique sense of character and community. Using smart growth principles, the City has adopted sound land use policies in the municipal plan that support a vision of a future that maintains the existing urban growth boundary by encouraging infill, redevelopment, and higher density, mixed-use development, ensuring that new growth and development will meet the needs of Saint Albans residents and enhance the community as a historic, livable, urban center.

The future vision of the City of Saint Albans is articulated in the City's Municipal Plan. This plan envisions a range of mixed-use developments taking place in a hierarchy of zoning districts that start at the neighborhood scale and extend to relatively dense commercial districts (such as the transitional business and light service/industrial areas) and merge toward a central business district and major employment center, the Downtown. A matrix of uses allowed in zoning districts within the City's zoning districts demonstrates that all of the uses necessary and appropriate for a vibrant community center are provided for in the City's Comprehensive Municipal Plan and Land Development Regulations. A mix of uses is found in the City's historic downtown and along Lake Street. Uses in these areas include but are not limited to retailing, professional offices, banks and restaurants, general business and repair services, government services, and upper story apartments. These areas of high density development include mainly older, multi-story, brick-faced structures that front the street at or near the right-of-way lines. Public space is well-defined, and provides a focus for public life. While limited, some potential for infill development remains.

The City has adopted specific regulatory provisions designed to foster mixed use development and encourage adaptive reuse of historic structures and rehabilitate significant local landmarks, particularly within the Central Business District. For

example, the regulations encourage the adaptive reuse of historic buildings for affordable housing, market rate apartments, professional office space and extended stay suites. In addition, the land use regulations contain design standards and other requirements to ensure that any building renovations are carried out in a manner that preserves the integrity of the structure and historic character of the district. The land use regulations also provide for mixed-use development, allowing more than one permitted use to be located on an individual site

The City of Saint Albans truly reflects the vision of a high-density, mixed use growth center. Within its 2-mile mono/concentric area, the City is able to accommodate a wide variety of uses, from single family residential neighborhoods to the City industrial park and the central business district. Where appropriate, the City encourages the co-location of complementary uses (for example, first floor commercial uses with residential apartments above) and where necessary, the City requires the necessary screening, landscaping, traffic control, etc to allow a variety of uses to exist in close proximity with minimum conflict. The City's extensive road and sidewalk network provide connectivity between the various uses and districts of the City, ensuring the residents can easily get between home, work, shopping, and recreation.

5.2 Discuss the steps the municipality is taking to plan for and encourage residential development that meets the needs of a diverse population, including affordable housing, within the proposed growth center.

Housing is a critical component of economic development and life quality, as outlined in the municipal plan. The City of Saint Albans recognizes that it will need a variety of housing types and price ranges in order to accommodate individuals and families filling the various categories of jobs that will be created over the next twenty years. In addition, as our population ages, there will be a greater need for senior and congregate housing as well as assisted living facilities.

The Land Development Regulations provides for a diverse, dense mix of housing that includes single-family, two family, and multiple-family homes, as well as group homes, congregate care, and residential care facilities. As noted earlier, residential uses have developed concentrically outward from the Downtown urban core. The City's Municipal Plan adopts a policy that ensures that housing should continue to be incorporated in the mix of uses that characterize the urban core as Downtown. The Land Development Regulations encourage incorporating residential uses as part of the adaptive reuse of historic buildings. Encouraging these residential uses downtown is a critical strategy for ensuring the vibrancy of the City center. In order to protect the commercial base, however, residential uses are restricted to the upper floors of multi-use buildings, possibly through the addition of "vertical zoning" provisions in the City's bylaws. One such example is the recent rehabilitation of the Waugh building on Main Street, where vacant upper stories were converted to affordable apartments, while the first floor retained its commercial use as a restaurant.

High density residential uses are most prominently found just outside the downtown area. These residential neighborhoods possess a historic distinctive character and

consist mainly of larger Victorian homes, reminiscent of the railroad era. Today many of these homes have become expensive to maintain and homeowners have increasingly converted these homes to two-family homes or home-based businesses. The City *Land Development Regulations* enable conversions that maintain the residential character of the neighborhood.

Outside the business districts, along the east and west edges of the growth center, are a variety of relatively dense residential areas consisting mainly of single-family dwellings, along with some accessory uses. As demonstrated by the build-out analysis, within these neighborhoods, there is significant potential for infill development and the creation of additional lots and new housing units.

The City of Saint Albans works in partnership with a broad range of housing non-profits, including the Champlain Housing Trust and Housing Vermont, to ensure an ample supply of affordable housing inventory exists in the City. Past efforts focused on affordable housing developments that predominately served occupants at 30% of median income and consisted mainly of rental units. Numerous affordable housing projects of this type have been developed within the City, including Colony Square, Hoyt Street, Lower Welden, Lake Street Apartments, Upper Welden, Fourwinds, Heritage Lane and Beth-El Court. Recent adaptive reuse efforts include the Waugh Opera House and Willard Mill. As the City implements the Growth Center, it will continue to explore opportunities to develop affordable housing and develop incentives to encourage more workforce housing (those at 60 – 80% of median income) utilizing both public and private investment.

5.3 Discuss the steps the municipality is taking to plan for and encourage economic development within the proposed growth center, specifically describing how the growth center will support a healthy business climate in the designated downtown, village center or new town center associated with the growth center.

In order to maintain, develop, and enhance City of Saint Albans's high life quality and unique character, there needs to be a variety of economic opportunities and diversity of services for the people who live in, work in, and visit the city. The City of Saint Albans seeks to support a diversity of businesses by encouraging the availability and affordability of commercial space and amenities that can accommodate the growth of existing businesses and new businesses that fit the City's scale.

As stated in the Municipal Plan, City of Saint Albans seeks to foster economic prosperity and maintain the life quality in the City of Saint Albans by providing the appropriate recognition and protection of residential areas, historic landmarks and resources, and public utilities, facilities and services.

Policy: Continue economic development efforts to strengthen and revitalize the City's commercial activities.

Saint Albans City Plan, pg 2

As identified earlier, a Wal-Mart project proposed for property in the I-89 Exit 20 interchange area of Saint Albans Town is in the permitting process. The City and the SAFF have participated extensively in the Act 250 processes regarding this proposal in an effort to be vigilant about maintaining the overall health and growth in the downtown. In an effort to mitigate the adverse impacts of these projects on the downtown economy, the City and the developer have reached an agreement worth \$2.85 million. The agreement requires the developer to purchase and renovate four “catalyst” properties, selected with City input, in the downtown and contribute \$750,000 to assist the City’s redevelopment efforts.

It is important that the City continues to develop a downtown commercial area with a mix of retail, housing, and professional services that attracts both shoppers and tourists from Franklin County, and supports the needs of local residents and workers. The City has adopted policies and goals to ensure that downtown infrastructure, amenities, and environment will continue to be improved to make the downtown area a more attractive and workable destination and community. Emphasis has been placed on strengthening and improving the viability of existing businesses and filling vacancies at street level with locally owned businesses that complement other area businesses and maintain the traditional character of the area. Additionally, the City continues to explore strategies that will assist with the development of underutilized upper-story spaces, like encouraging professional/services providers and a diverse mix of owned and rental housing units.

As mentioned previously, in 2004, City of Saint Albans applied for and received state designation under the Vermont Downtown Program. As a designated downtown, the City of Saint Albans is eligible to receive loans, loan guarantees, or grants up to \$75,000 from the Vermont Downtown Development Board for capital transportation and related capital improvement projects to support economic development. The City will also receive priority consideration from State agencies for federal and state funding programs, and the location of state buildings. Property owners and lessees in the downtown area may be eligible for additional tax credits for the rehabilitation of historic buildings, the installation of sprinkler systems and elevators, and employee training. The downtown revitalization efforts are coordinated through the City and SAFF.

The 2006 Market Analysis concluded that the City could support additional retail space, and made recommendations for marketing the City and promoting the local creative economy (Appendix 2). In June of 2006 the Vermont Council on Rural Development released a report entitled “*St. Albans City Creative Communities Program*” which identifies potential projects and action steps.

In order to sustain, improve, and expand the current businesses and jobs located in the growth center, the advantages of location and the available workforce in the City will be promoted and emphasized. Steps will be taken to improve the business climate for those businesses that fit the scale of the city and provide quality jobs. Economic incentives and assistance are essential for new businesses coming to Saint Albans to retain and expand job opportunities to ensure a continued vibrant economy. The City

and SAFF have outlined a detailed list of potential incentives that include, but are not limited to:

- Low-interest loans utilized through the City's Community Development Revolving Loan Fund;
- Tax Increment Financing;
- Development of a Façade Improvement Plan and Loan/Grant Program;
- Development of a Business Essential Tool Kit;
- Rent subsidies for new business start up;
- Utilization of Private Public Partnerships to foster new investment; and
- Partnership with other economic development agencies such as the Small Business Development Center, Franklin County Industrial Development Corp. Economic Development Council of Northern Vermont and the Franklin County Regional Chamber of Commerce.

An important component of the Saint Albans economic development program is providing opportunities for continuing education for our residents and citizens in the region. Future businesses and employers often prefer to locate in areas where there is an educated workforce, opportunities for continuing education, and resources to support economic development policies. The City seeks to encourage residents of all ages to utilize the wide array of educational and technical opportunities offered by the educational institutions, public school facilities, and other private resources. Integration of these resources will further enhance employment opportunities with cooperative sharing of these assets and the building of cooperative partnerships.

Lastly, in order to sustain and enhance the retail, manufacturing, and other segments of the City's economy, it is desirable to increase and diversify the base of tourists and other visitors to the city and enhance and develop City of Saint Albans as a year round destination while preserving its unique life quality. As noted earlier, 25% of sales in the downtown area are made to visitors of the district. In an effort to accommodate existing tourism, the City has employed the use of sound organizational policies to maintain adequate public transportation and parking, lodging to accommodate a greater influx of visitors, and improved wayfinding to direct and inform visitors to the services and places to visit around City of Saint Albans. Additionally, the City recognizes that in order to support a vibrant downtown, the City needs to retain and support the growth of cultural activities and encourage more tourism related activities in the downtown commercial area. Events such as the Vermont Maple Festival and the Taylor Park Summer Concert Series bring thousands of visitors to the region injecting thousands in disposable income dollars into the local economy.

Question 6. The applicant has adopted a capital budget and program in accordance with 24 V.S.A. § 4426 and the existing and planned infrastructure is adequate to implement the growth center (24 V.S.A. § 2793c(e)(1)(E)).

The proposed growth center is planned to balance growth with the availability of economic and efficient public utilities and services (24 V.S.A. § 2791(13)(F)).

6.1 Describe the capacity of existing community infrastructure, facilities and services (as defined in 24 V.S.A. § 4382(4)), and summarize the municipality's plans to provide and finance the infrastructure, facilities and services needed to support projected growth and development within the proposed growth center over the 20-year planning period, citing specific provisions of the municipality's adopted capital budget and program.

The City of Saint Albans currently has all the necessary infrastructure, facilities and services, required to support the proposed growth center (Map 11). The City also has an approved Capital Improvement Program (CIP, which includes the statutory Budget and Plan) to guide maintenance, rehabilitation, and replacement of equipment, facilities, and infrastructure (Appendix 3). The current condition and level of service is further described below.

A. Infrastructure and Utilities

Municipal Water System

City water comes from two sources: Lake Champlain, and two surface and spring fed reservoirs located in the Town of Fairfax. Each facility is designed to produce 3 million gallons per day for a total of 6 million Gallons per Day (GPD) and current usage averages 2.1 million GPD. The yield from Lake Champlain is limited only by the capacity of the system. The City's CIP addresses deferred maintenance in the dam at the Fairfax facility. It is anticipated that the dam stabilization project will be financed using similar methods as the wastewater upgrade. Distribution to the City is made possible by several large water mains, pump stations, a one million gallon storage tank, mains, and service lines. Taking into account the 20-year population and employment projections, it is clear the municipal water system is adequate for accommodating increased demand throughout the entire planning period.

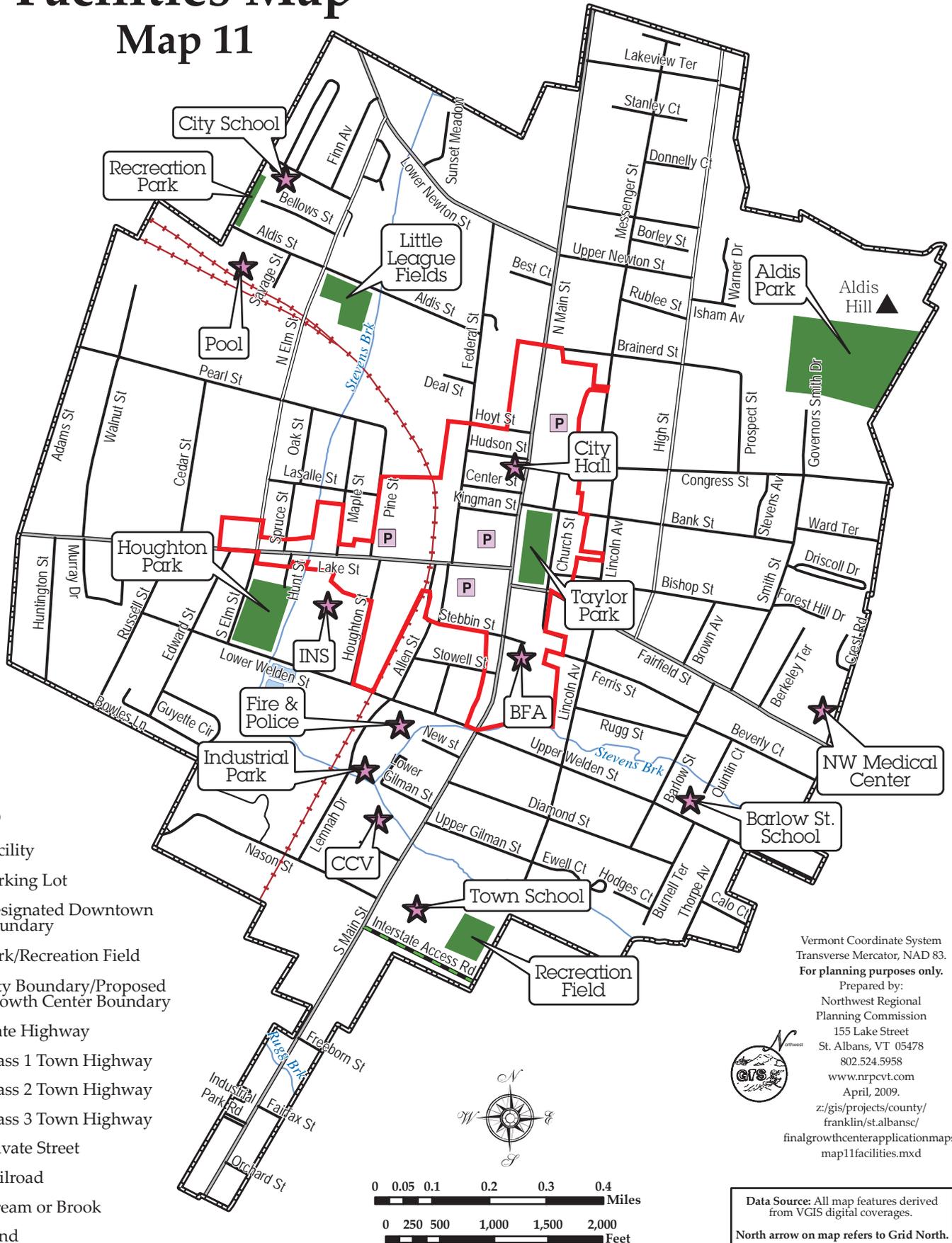
Municipal Wastewater System

The City of Saint Albans Wastewater Treatment Facility has a design capacity of 8 million GPD and is presently permitted by the State of Vermont to process 4 million GPD. It provides advanced tertiary treatment to wastewater before discharging the effluent into an outfall pipe and from there to Saint Albans Bay. The City has commenced a \$5 million-dollar, two-phase upgrade to the facility that will ensure sufficient organic and hydraulic capacity. Phase 1 involves construction of a de-watering facility and replacement of the trickling filter media. Phase 2 includes

CITY OF ST ALBANS

Facilities Map

Map 11

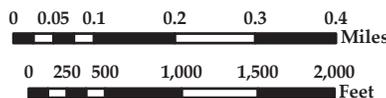
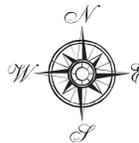


LEGEND

- Facility
- Parking Lot
- Designated Downtown Boundary
- Park/Recreation Field
- City Boundary/Proposed Growth Center Boundary
- State Highway
- Class 1 Town Highway
- Class 2 Town Highway
- Class 3 Town Highway
- Private Street
- Railroad
- Stream or Brook
- Pond

Vermont Coordinate System
 Transverse Mercator, NAD 83.
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replacement of the Rotating Biological Contactor (RBC) media. Once the upgrade is complete, biological capacity will increase 8,000 pounds per day to 9,600 pounds per day. This project is financed through a combination of State Revolving Loan and federal funds. Debt service is paid via combination of allocation fees when capacity is granted and rate payer contributions. Additional upgrades may be necessary and are anticipated in the CIP. Taking into account the 20-year population and employment projections, it is clear the municipal wastewater system is adequate to meet increased demand throughout the entire planning period.

Storm Water Management

In 2008, the City completed a comprehensive mapping project to create accurate, up-to-date maps of the City's stormwater and combined sewer systems. The study included GPS location and mapping of the storm sewer systems (drainage manholes, catch basins, outfalls, etc.) within the City's collection systems. In addition, the study also included an inspection of each sewer manhole and catch basin. The City completed a second phase which included the additional mapping of drainage areas. The study provides a baseline understanding of drainage patterns within the Saint Albans area for stormwater management and infrastructure planning.

In addition to the above, the City of Saint Albans recently completed a study to assess the feasibility of implementing a stormwater utility. The study evaluated current and future stormwater management challenges faced by the City of Saint Albans, the Town of Saint Albans, and the surrounding Franklin County region as well as exploring development of a program that would provide stable, fair, long-term funding to accomplish necessary and desirable stormwater management and capital improvement projects.

Solid Waste Management

The City is currently a member of the Northwest Vermont Solid Waste Management District based in Saint Albans. The plan emphasizes waste stream reduction, recycling, composting and disposal of remaining wastes in a lined landfill. Residential and commercial waste is collected by private haulers who deposit it in a transfer station in the Town of Highgate, for eventual disposal in the lined landfill in Coventry, Vermont. Recyclables are also collected by haulers and also taken to this transfer.

Electric Service

The City is served by power provided by the Central Vermont Public Service Corporation (CVPS). The State of Vermont has identified the area as a "constrained" service area. CVPS officials have acknowledged with the proviso that there is capacity to increase supply of power for the Saint Albans area over the next ten to fifteen years.

Natural Gas

The City of Saint Albans is one of 14 municipalities in Vermont that is served by natural gas. Vermont Gas Systems, Inc. purchases natural gas from suppliers in Canada and delivers the gas to customers via a network of underground lines. The main

transmission line runs west of the City, through the Town of Saint Albans. Distribution lines provide local service.

Cable Television Service

Cable television service is available in all parts of the City through a private cable company. Signals are received through antennae and satellite dishes located on Aldis Hill, and transmitted via distribution lines to individual residences.

Telephone Service

Telephone service is provided through Fairpoint Communications and up to nine other companies at present. Fairpoint has a newly renovated digital switching office located on Bank Street in the City, and should have ample capacity to meet future needs for service. Touch-tone service and fiber optic lines are now available.

Internet Access

Comcast provides two levels of broadband Internet access using coaxial cable throughout the City for its subscribers. Verizon provides DSL broadband access as well for individuals and businesses. Verizon also provides T1 lines for business use as well as dedicated private network service. In addition, Telecove/Level 3 provides a fiber-optic cable ring around the City and the Northlink Project (led by EDCNV) will bring fiber to the area. The City has also explored opportunities to bring fiber to the City by partnering with Burlington Telecom and/or constructing a municipally owned and operated fiber network.

B. Facilities and Services

Government/City Hall

City Hall is located on Main Street and houses Council Chambers and offices of the Mayor, Manager, Planning & Development, the Assessor, and the Clerk and Treasurer, Public Works and Recreation. The City Auditorium has a court area that is extensively used for basketball, volleyball, aerobics, and other community assemblies.

Police Services

The City Police Department is located in the Municipal Complex on Lower Welden Street, which also houses the Fire Department and Central Dispatching. The Vermont State Police and Franklin County Sheriff also provide assistance from time to time. The City presently has the 12th largest police force in Vermont. The Department has made significant advances in its ability to provide service to City residents in the past few years. One of the key improvements was the establishment of a central dispatch unit and 911 services.

Fire Services

The City of Saint Albans Fire Department also provides 24 hour per day fire and rescue service to City residents. The water system and hydrants are checked routinely to insure adequate residual water pressure and proper functioning. There is ample water

supply and pumping capacity in the event of a major fire. The current upgrade of the water system will improve water distribution and reserve capacity.

Emergency Medical Services

Ambulance services are provided to the City under contract by AmCare Ambulance Services, located on Main Street in the City. All emergency service providers in the area have cooperative backup agreements to ensure available coverage at any time. AmCare operates three ambulances, one of which is available for use in the City at all times. In addition, City officials have completed a response plan for the City, which has been incorporated into the District's planning document. It is anticipated, that within the next five years, that a region-wide emergency response center will be located in the City and possibly tied into central dispatching operations.

Public Works

The Public Works garage is located on Aldis Street. The facilities are adequate in terms of both available space and the condition. The land and building are owned by the City. The Department is responsible for the maintenance of public lands, buildings, and utilities. These include, among other things, snow removal, street and sidewalk repair, water and sewer line installation and repair, landscape maintenance, and general repair of public equipment, infrastructure and facilities.

Recreation

The City's Recreation Department offers a wide variety of programs and services including swimming, skating, soccer, volleyball, basketball, softball, craft and fitness programs, and an assortment of adult lifelong learning classes. The recreation department also assists with community events and activities.

Education

Four major education facilities exist within the City's borders: City Elementary School, Bellows Free Academy, Community College of Vermont and the Saint Albans Town Educational Center. The City of Saint Albans Elementary School has a present capacity of about 1,120 students, in grades K-8. Significant decreases or increased in enrollments in both these schools could have an adverse impact on programs. Thus, a stable population is in the City's best interest.

Bellows Free Academy (BFA) serves as a regional public high school. The school provides a high level of comprehensive educational services to its students. The school also offers space for the Community College of Vermont, community groups, public meetings, events and special functions. BFA operates the Collins-Perley Sports Complex, located about one and a half miles away, in the Town of Saint Albans. The facility is used for all sports programs except basketball. The Northwest Technical Center, located at BFA, provides low-cost vocational education courses for students and area residents. These courses are designed to assist employers and employees alike by providing the skills and training necessary for local businesses and industry and for the self-employed.

Saint Albans Town Educational Facility, situated within the City on South Main Street, serves an ever-increasing enrollment of Town of Saint Albans Students in grades K-8. While the school provides no tax revenues or service to the City, it draws upon City services, including police and fire.

The Community College of Vermont (CCV), located in a new building on South Main Street, locally serves the needs of adults seeking associate degrees, specific training or personal enrichment, or wishing to continue on to advanced degrees. CCV is part of the Vermont State College system and is duly accredited. While traditionally a liberal arts institution, efforts between CCV and the Franklin County Industrial Development Corporation in Saint Albans have resulted in expanded training in the vocational and technical skills needed to provide local industries with a skilled labor force.

Library Services

The Saint Albans Free Library, located on Maiden Lane off of Taylor Park, provides public library services to the City, Town and surrounding communities. Major facility improvements to the library were performed in the late spring/summer of 2001. These improvements doubled the size of the building. The project also involved increasing the library's collection and updating the card catalog to a computerized system.

Health Services

The City of Saint Albans and Town are home to the Northwestern Medical Center, the region's only hospital. The services provided at the facilities include 24-hour emergency care, intensive care, general medical and surgical center, OB/GYN services, in/outpatient surgical services, occupational health/industrial medicine, and a host of support services including medical labs, x-ray, and physical therapy. The Medical Center continues to expand, and in recent years has added new parking and office space.

The City serves as a center for many other health care providers, both public and private, within the region. Other health care providers serving the City include: Northwest Counseling Services, the Vermont Health Department, Planned Parenthood, Franklin County Home Health Agency and a variety of private health care professionals from dentists to optometrists.

6.2 Discuss the steps the municipality is taking to maintain a rate of growth that will not exceed the municipality's ability to provide or finance required community infrastructure, facilities and services over the 20-year planning period.

While many rural communities in Vermont seek to limit or control their growth rates in order to avoid overwhelming the capacity of their infrastructure, the City of Saint Albans seeks to remain vibrant, relevant, and an attractive location for investment. As described in Question 6.1 and throughout this application, the City already has the infrastructure, road networks, facilities and services to support a high-density urban population. In 1960, the City supported a population of 8,800 residents, nearly 1,200 more than currently live in the City. Since this time, cities in Vermont and across the

country have suffered the affects of decentralization. Improved rural access, low land prices, and urban blight have collectively shifted investment away from our cities and into our outlying rural areas. Indeed, curbing such haphazard development and its resulting social, economic, and financial problems is the policy basis for the Growth Center program.

Maintaining urban infrastructure, revitalizing the downtown, and attracting residents and employees back into our original “smart growth communities” is an endeavor that requires significant capital investment. Like most small cities, our best re-development sites are brownfields located in congested areas where parking and traffic are major concerns. With Growth Center designation, the City can become a superior location for investment by addressing some perennial issues inhibiting development sites such as parking and traffic, and utilize tax increment financing to complete public improvements such as streetscaping, parking facilities, and the federal street multi-modal connector which can help make City of Saint Albans an attractive place to invest. The City’s CIP establishes the priorities for equipment, facility, and infrastructure investments -- the groundwork for a renewed effort to invest in the City’s future.

In short, the City of Saint Albans intends to use the Growth Center designation to attract smart growth development to our community and help ensure status as the center of commerce and preferred residential location in Franklin County.

Question 7. The proposed growth center incorporates existing or planned public spaces that promote social interaction, such as public parks, civic buildings (e.g., post office, municipal offices), community gardens, and other formal and informal places to gather (24 V.S.A. § 2791(12)(B)(ii)).

7.1 Identify all existing or planned public spaces located within the proposed growth center and summarize the steps the municipality is taking to plan for, provide and/or maintain public spaces, including open space and public recreation facilities, within the proposed growth center.

Public facilities and open spaces are a fundamental feature within the City of Saint Albans growth center. These facilities serve as focal points within the community and play a critical role in enhancing the life quality and sense of community for those living, working and playing within the City of Saint Albans.

Barlow Street Community Center

The Community Center is located in the southeast section of the City, the renovated former Barlow Street School property. The Center facilities have an outdoor basketball court, tennis courts, a soccer/ball field, and a playground. The teen center, children's pre-school program and two community rooms are also located there.

Houghton Park

The park is located in the southwest section of the City. Amenities at the park include: tennis courts, basketball courts, softball fields, and a playground. The site has expanded to include construction of a locker room for youth football. A skate park for teens is now located at the Department of Public Works facilities on Aldis Street.

Taylor Park

Taylor Park is well used by both residents and visitors of the City of Saint Albans. The Park is frequently referred to as the City's "Living Room" as it provides a green space for the community to gather for both informal activities, as well as special events. The park has undergone several improvements in recent years, including sidewalk and lighting improvements, installation of outdoor furniture, reflection pool renovations, restoration of the historic 1887 Maiden Fountain, and the construction of a bandstand. Recently, the sidewalk abutting Main Street was widened and installed with pervious concrete. Additionally, several rain gardens were planted as well as new vegetation and trees. These improvements, designed to be in keeping with the character of the Park, have made for a more pleasant and safer park environment. Taylor Park serves as the focal point for many community activities and events such as the Farmers Market, fairs, concerts and the annual Vermont Maple Festival.

Aldis Hill: Aldis Park and Hard'ack

Aldis Park, located atop Aldis Hill in the northeast corner of the City, managed by the City's Department of Recreation and a Board of Trustees, includes three to four miles of trails and two scenic vistas. It offers City residents a unique natural setting for hiking, wildlife observation, outdoor education, family outings, and other forms of outdoor recreation.

City Pool

The City owns and operates an outdoor pool located on Aldis Street across from the elementary school in the northwest corner of the City. In the summer months, a variety of programs, including swim lessons, life guard training, and adult lap swim are offered.

Baseball Fields

Saint Albans Little League currently owns and operates a four-diamond complex on Aldis Street in the northwest section of the City. The City Recreation Department assists with field maintenance.

The City is not currently planning any additional public facilities. The City provides on-going maintenance for each of these facilities and will continue to ensure that the recreational facilities and programs meet the needs of City residents.

7.2 If existing public buildings/uses (post office, municipal office, school, library, etc.) are not included within the proposed growth center, explain the municipality's rationale in drawing its growth center boundary to exclude them.

The proposed growth center boundary currently encompasses all public buildings located in the City, including the post office, City Hall, three schools, the Saint Albans Free Library, and the above mentioned recreational facilities.

Question 8. The proposed growth center is organized around one or more central places or focal points, such as prominent buildings of civic, cultural, or spiritual significance or a village green, common, or square (24 V.S.A. § 2791(12)(B)(iii)).

The proposed growth center will result in a settlement pattern that, at full build-out, is not characterized by linear development along well-traveled roads and highways that lacks depth, as measured from the highway (24 V.S.A. § 2791(13)(I)(v)).

8.1 Identify the focal point(s) around which the proposed growth center will be organized.

The focal point of the City of Saint Albans growth center is the designated downtown. This area of the City is centered on Taylor Park and includes the main business district of the City. The City has identified several key redevelopment sites at the periphery of the designated downtown that could be redeveloped to expand the size of the core business district.

In addition to the downtown, there are also a number of secondary focal points located throughout the City. These include the City Elementary School, BFA High School, the City Industrial Park, and the Northwestern Medical Center. These areas represent the key educational and employment centers in the City. The City transportation infrastructure is laid out to access these areas and future development will continue to be planned to perpetuate this pattern.

8.2 If the growth center is associated with an existing downtown or village center whose form is linear, summarize the steps the municipality is taking to establish a new development pattern that creates depth as opposed to continuing the linear pattern and/or describe any constraints that limit creating greater depth.

The City is fortunate to have a growth center that is organized in a mono-concentric radial pattern. The key redevelopment sites that have been identified are also organized around this existing center. The City has identified opportunities to create additional value to existing development. For example, there may be opportunities to create additional infill development in residential neighborhoods with large lots and in shopping centers that were originally designed as strip malls.

8.3 Describe the extent to which the municipality is planning for and/or requiring development of an interconnected street network within the proposed growth center.

The City of Saint Albans possesses a well-developed interconnected street network. The City will continue to maintain and enhance this network to continue to meet the

needs of local residents and businesses. At this time, the Federal Street project, described further in Question 9.4, is the most significant project being planned.

Question 9. The proposed growth center is supported by existing or planned investments in infrastructure and encompasses a circulation system that is conducive to pedestrian and other non-vehicular traffic and that incorporates, accommodates and supports the use of public transit systems (24 V.S.A. § 2791(12)(B)(v)).

The proposed growth center is planned to enable choice in modes of transportation (24 V.S.A. § 2791(13)(C)).

The proposed growth center will result in a settlement pattern that, at full build-out, is not characterized by development that limits transportation options, especially for pedestrians (24 V.S.A. § 2791(13)(I)(ii)).

9.1 Describe the facilities/provisions that exist and are planned for pedestrian and other non-vehicular traffic within the proposed growth center, specifically identifying the steps the municipality is taking to promote a safe, pedestrian-friendly environment within the growth center in general and specifically within the associated designated downtown, village center or new town center.

The City of Saint Albans owns and maintains a significant existing sidewalk network that provides connectivity throughout the municipality, allowing safe and convenient pedestrian and non-motorized access from the existing and future residential and commercial areas to the downtown (Map 12). These sidewalk networks provide an important means of transportation for residents of City of Saint Albans accessing the focal points of the growth center as reflected in Table 9. This network is also connected to the western terminus of the Missisquoi Valley Rail Trail, a 26-mile trail linking to Richford, is located just to the north of the proposed boundary. Expansion of this trail is an element of the Federal Street project. The City consistently evaluates and strategically improves this sidewalk network. This is most recently demonstrated by the completion of a new walkway pavilion connecting Main Street to a municipal parking lot and the construction of new sidewalks along Lower Welden Street, adjacent to the INS and State Office Buildings.

Focal Areas	Single Family Homes	Multi-Family Homes
City School	83	16
Post Office	200	126
Taylor Park	122	97
BFA- Saint Albans	183	109
INS/State Office Buildings	95	66
City Industrial Park	135	62
Northwestern Medical Center	135	12

CITY OF ST ALBANS

Walking Distances

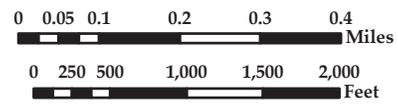
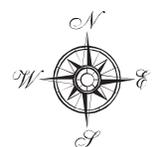
Map 12



LEGEND

- Single Family
- Multi Family
- Designated Downtown Boundary
- 1/4 Mile radius around noted facilities
- City Boundary/Proposed Growth Center Boundary
- State Highway
- Class 1 Town Highway
- Class 2 Town Highway
- Class 3 Town Highway
- Private Street
- Sidewalk
- Railroad
- Stream or Brook
- Pond

Vermont Coordinate System
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Data Source: All map features derived from VGIS digital coverages.
 North arrow on map refers to Grid North.

The Downtown Master Plan, with primary goals of creating enhanced sense of place through streetscaping and construction of pedestrian oriented facilities infrastructure in the downtown, presents concepts for pedestrian scaled street lighting, signage, new sidewalks that increase separation from vehicular space and pedestrian space, park benches, and bump-outs from sidewalk into parking spaces to create additional outdoor seating. Since adoption of the Master Plan, work on the "Downtown Streetscape Project" has been further planned and organized to identify five phases identified below:

1. Main Street from Hudson to Fairfield;
2. North and South Main Street Gateways;
3. Federal Street;
4. Main-Federal connector streets - Stebbins, Kingman, Center, Hudson and Hoyt; and
5. Lake Street and Fairfield Gateway.

The City has received a \$355,000 federal grant-in-aid earmark and is leveraging this with multiple state and federal funding sources to organize Phase I of the project. A municipal project manager has been selected and a design consultant selection is pending. Formal design work for Phase I will be conducted in 2010.

The City seeks to further improve the walkability of downtown through the execution of the Federal Street Connector Project. This project consists of upgrading the Federal, Catherine, Allen and Lemnah street roadways, located generally one block west of Main Street (US-7) into a uniform-width transportation corridor to link the Saint Albans State Highway and areas north of the City. Beneficial non-motorized elements of the project include the following:

- Design of the corridor as an alternative truck transportation route that will divert such vehicles from Main Street, thereby reducing the traffic that pedestrians will need to contend with in the downtown;
- Incorporating bicycle and pedestrian transportation routing and amenities, particularly in the designated downtown area, and incorporating connection with the Missisquoi Valley Rail Trail; and
- Development of a multimodal center, which is explained in Question 9.2.

In the downtown area, design of Federal Street shall take the downtown streetscape form as it is a part of the streetscape project. The City has received a \$2,000,000 federal grant-in-aid earmark and is leveraging this with multiple state and federal funding sources for the project. A municipal project manager has been selected and a design consultant selection is pending. Formal design work will be commenced in 2010.

9.2 Describe the current level of public transit service/facilities serving the proposed growth center and the extent to which improvements in public transit service/facilities are planned for the proposed growth center, specifically citing any steps the municipality is taking to enable transportation alternatives within the growth center in general and within the associated designated downtown, village center or new town center.

On January 1, 2009, public transportation in northwest Vermont transferred to the Green Mountain Transit Agency (GMTA). As a new provider in the area, GMTA is just beginning to engage in regional transit planning. The City expects to be involved once GMTA begins to plan for new routes and services and evaluate existing services. The City of Saint Albans Manager has been invited to serve on the GMTA Board which will create a strong connection between the City and GMTA.

GMTA currently has a transit route that covers the entire growth center and enables connections to the downtown and residential and commercial areas of the City and

Goal: Encourage alternate modes of transportation and improve transportation access for all residents and visitors

A City transportation center in the Federal Saint area may be developed to coordinate the various transportation (rail, bus, taxi, and transit) services available to the city; and should be designed to connect bike paths across any future Federal Street connector. The connector and the transportation center should serve to reduce the traffic congestion on city streets, while still providing City residents and the central business district with access to a variety of transportation modes.

2006 Saint Albans City Plan, Pg 21

Town of Saint Albans (Map 13). The downtown service runs continuously from 8 am to 4:30 pm on weekdays and 10 am to 3:30 on weekdays. It stops at twelve (12) popular destinations in the city and town including the hospital, grocery stores and housing complexes. To travel from Saint Albans to Burlington, bus service is provided four times daily by the CCTA Link Xpress. Daily passenger rail service in the City of Saint Albans is provided by Amtrak and links the City to New York and Washington DC.

As part of the Federal Street improvements, the City has also begun planning for a multimodal center along the Federal Street Corridor. The

multimodal center would create an opportunity to co-locate the intercity bus service and Amtrak. The Federal Street Connector would improve accessibility for a bus from the interstate to the Amtrak Station and may make the center city location more attractive for the private intercity transit operators. From the Federal Street location, commuters could access the City's extensive sidewalk network and easily access Main Street, the INS, and the State Office Building. The multimodal center is also proposed to anchor the Missisquoi Valley Rail-Trail and the Federal Street Connector could provide a strong link between the Missisquoi Valley Rail-Trail and Downtown Saint Albans. In the City of Saint Albans, the multimodal center would also be well situated to serve commuters from Franklin County to Chittenden County.

CITY OF ST ALBANS Public Transit

Map 13

LEGEND

- Parking Lot
- Bus Stop
- Bus Route
- Sidewalk
- Missisquoi Valley Rail Trail
- Town/City Boundary
- Interstate Highway
- Federal Highway
- State Highway
- Road
- Railroad
- Stream or Brook
- Pond

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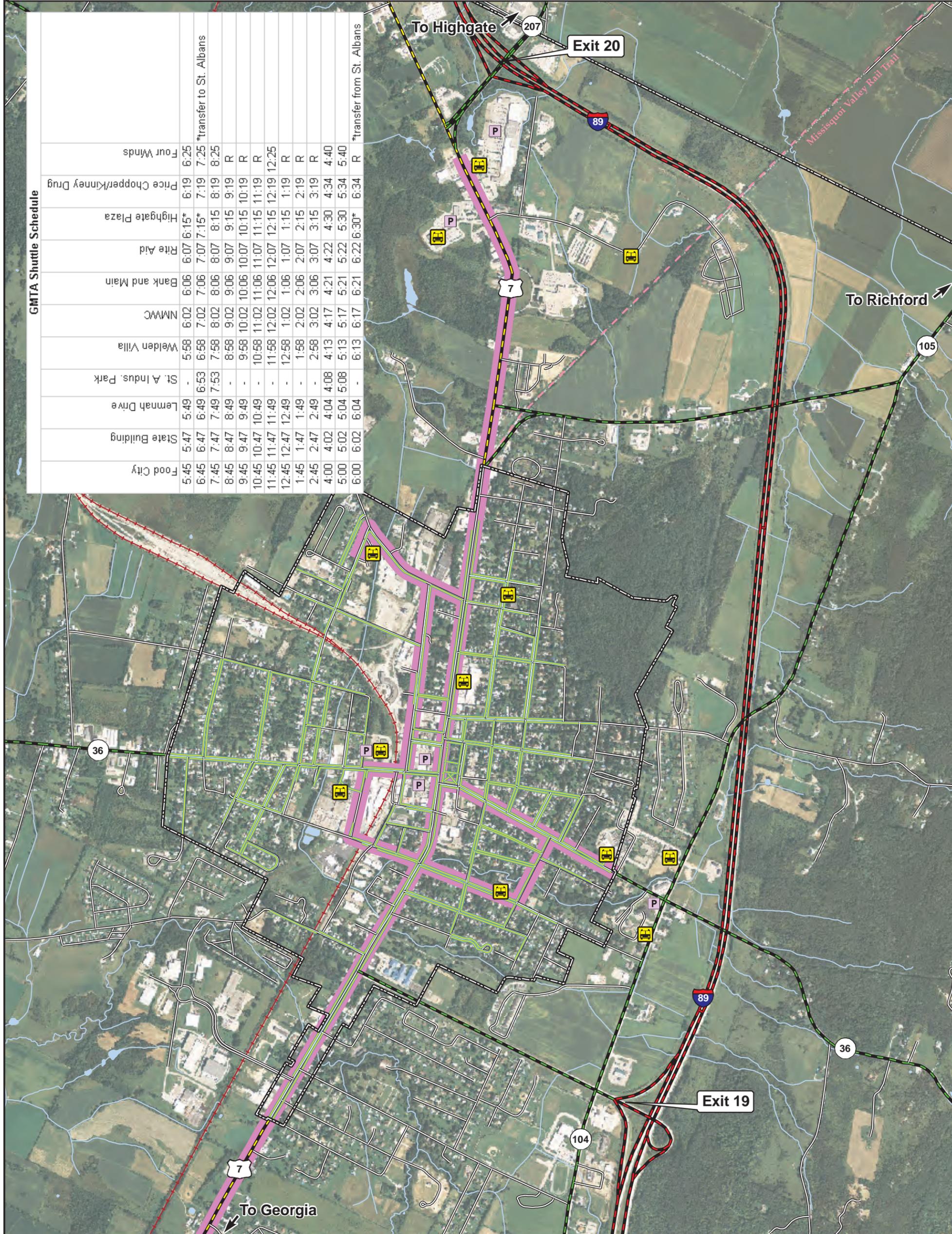
North arrow on map refers to Grid North.

0 500 1,000 1,500 2,000 Feet

GMTA Shuttle Schedule

Food City	State Building	Lemnah Drive	St. A Indus. Park	Walden Villa	NMWC	Bank and Main	Rite Aid	Highgate Plaza	Price Chopper/Kinney Drug	Four Winds
5:45	5:47	5:49	-	5:58	6:02	6:06	6:07	6:15*	6:19	6:25
6:45	6:47	6:49	6:53	6:58	7:02	7:06	7:07	7:15*	7:19	7:25
7:45	7:47	7:49	7:53	7:58	8:02	8:06	8:07	8:15	8:19	8:25
8:45	8:47	8:49	-	8:58	9:02	9:06	9:07	9:15	9:19	R
9:45	9:47	9:49	-	9:58	10:02	10:06	10:07	10:15	10:19	R
10:45	10:47	10:49	-	10:58	11:02	11:06	11:07	11:15	11:19	R
11:45	11:47	11:49	-	11:58	12:02	12:06	12:07	12:15	12:19	12:25
12:45	12:47	12:49	-	12:58	1:02	1:06	1:07	1:15	1:19	R
1:45	1:47	1:49	-	1:58	2:02	2:06	2:07	2:15	2:19	R
2:45	2:47	2:49	-	2:58	3:02	3:06	3:07	3:15	3:19	R
4:00	4:02	4:04	4:08	4:13	4:17	4:21	4:22	4:30	4:34	4:40
5:00	5:02	5:04	5:08	5:13	5:17	5:21	5:22	5:30	5:34	5:40
6:00	6:02	6:04	-	6:13	6:17	6:21	6:22	6:30*	6:34	R

*transfer from St. Albans



9.3 Present the best available information on the current condition, current level of service, and current and projected traffic on routes that will serve the proposed growth center.

The City of Saint Albans has approximately 27 miles of road, which form an interconnected street network. Based upon past studies and planned improvements, the City is confident its network of streets and roads has and will have the capacity to handle the projected traffic associated with development of the growth center.

Traffic and roadways within and surrounding the proposed growth center have been studied extensively. Most recent studies include:

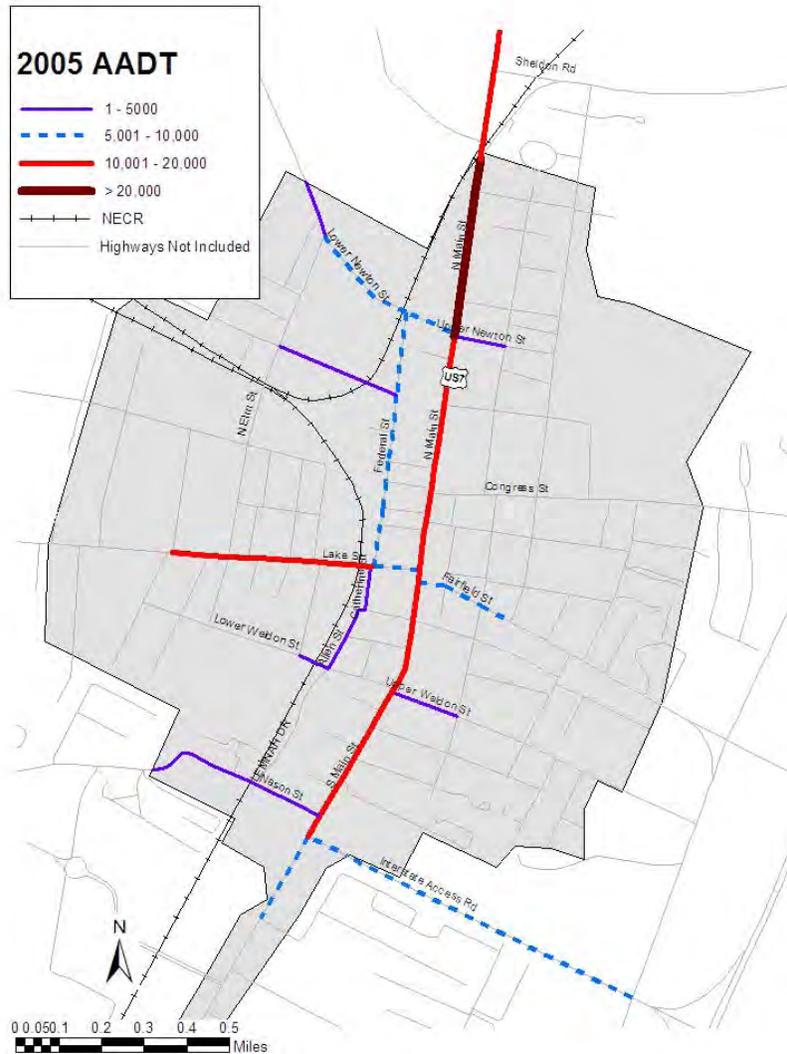
- 2002 Saint Albans Traffic Circulation Study;
- 2005 Route 104 Corridor Study;
- 2005 Federal Street Corridor Study;
- 2007 Route 7 Corridor Study

The 2005 Federal Street Corridor Study Update examined traffic volumes, as depicted in Map 14. In addition, traffic and level of service was projected to 2025. The study found that in 2025, all study intersections are projected to operate at acceptable levels of service except for those in the following table:

Table 10. Level of Service (LOS) at Congested Intersections in Saint Albans			
Intersection	Segment	Peak LOS	
		AM	PM
South Main Street (US-7)/ SASH (unsignalized)	SASH westbound Approach	F	F
South Main Street (US-7)/ Nason Street(unsignalized)	Nason Street eastbound approach	F	F
North Main Street (US-7)/ Welden Street (signalized)	Lower Welden eastbound approach	F	---
	Upper Welden westbound approach	E	---
North Main Street (US-7)/ Fairfield Street (signalized)	Fairfield westbound approach	F	---
Lake Street (VT-36)/ Federal Street (unsignalized)	Catherine Street northbound approach	E	---
	Catherine-Federal street approaches	---	F
Federal Street/ Lower Newton Street	Federal Street northbound approach	---	F

Source: RSG, 2005 Federal Street Corridor Study Update

Map 14. Average Annual Daily Travel (AADT) on Saint Albans City Roads, 2005



The City of Saint Albans is actively pursuing road network improvements, most specifically the Federal Saint Corridor upgrade and extension, described in more detail below. In the short-term, the City has been working with NRPC to develop an intermediate plan for the Lake/Catherine/Federal intersection.

9.4 Address the capacity of the road network to accommodate increased traffic, specifically (a) identifying any infrastructure improvements that might be required by the state, municipality and/or private developers to accommodate increased traffic, and (b) discussing the steps the municipality is taking to plan for a transportation network that will be able to accommodate growth and development in a manner consistent with the goals of the growth center program.

The City of Saint Albans is actively planning for future improvements to its roadway infrastructure. As previously mentioned, the most significant roadway improvement being planned is the Federal Street Connector Project. This improvement would provide an arterial route paralleling Main Street by extending Federal Street southbound along the NECR right-of-way and by connecting it with Main Street via an extension of the Saint Albans State Highway (SASH) (Map 15). In addition to actual improvements to the roadway itself, a Federal Street Connector also would require upgrades to sidewalks and improvements to the pedestrian network, particularly along bordering residential areas.

A *Federal Street Extension Study*, sponsored by the NRPC and performed by Cross Consulting, was completed in August 1995 and updated by Resource Systems Group in 2005. As described in the studies, the purpose of the Federal Street Connector is to:

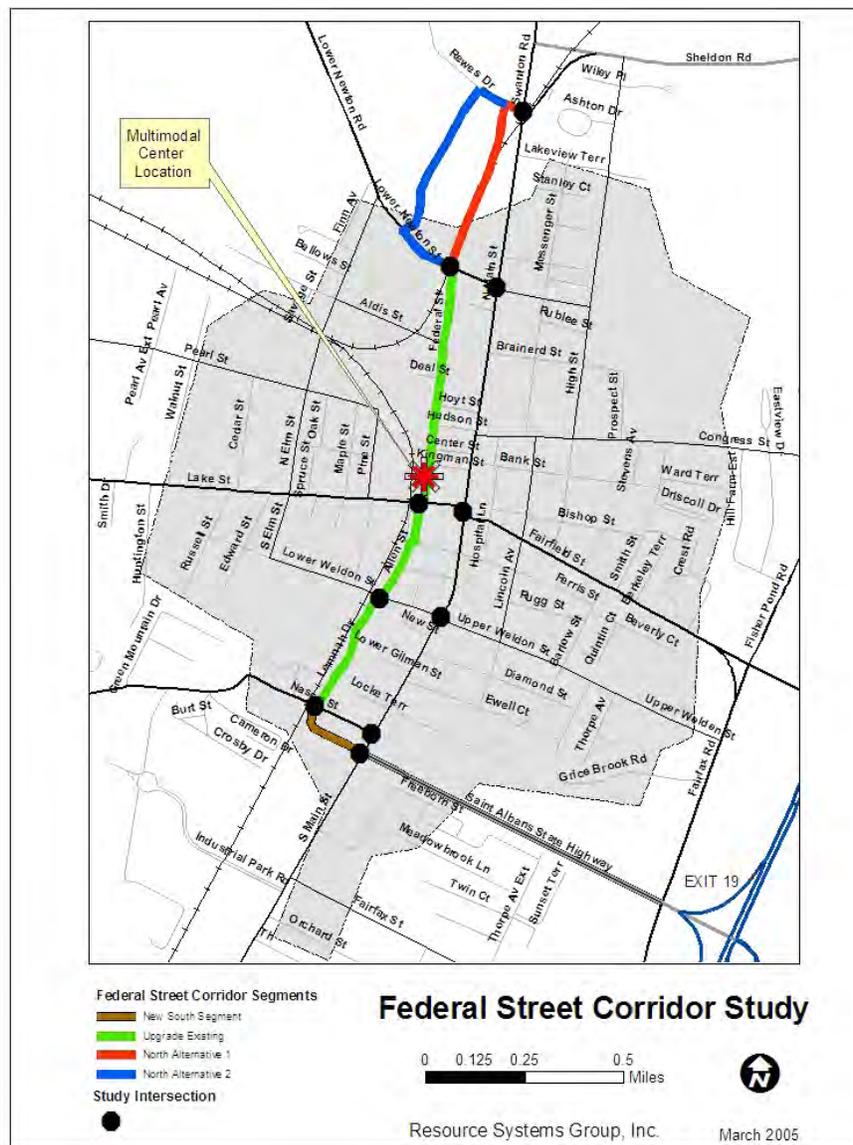
- Improve access to downtown Saint Albans;
- Reduce the impact of vehicular and truck traffic passing through Main Street;
- Improve access to the existing industrial area located along the Federal Street Corridor;
- Provide capacity to support redevelopment of industrial and commercial areas within the core of the City of Saint Albans;
- Provide an efficient intermodal connection between the National Highway System and the rail-truck transfer facility at the NECR railyard;
- Improve pedestrian and bicycle travel; and
- Facilitate connections between different modes.

The Federal Street Connector has received the support of local officials including the Planning Commission, which favors the connector over major improvements to Main Street that might potentially alter the character of the downtown area. In fact, recent changes, including development in the Town of Saint Albans, have created increased pressure on the sole North-South arterial in the City and have made the project far more urgent than originally thought.

The Federal Street Connector is particularly important to growth center planning because the project could open up land for expanded business and service-industrial opportunities. The City has begun purchasing key properties required for this project. Lemnah Drive has been extended to connect Lower Welden with Nason Street. Additionally, the plans for the connecting loop from Nason Street to South Main Street have been completed, and the City is in the process of coordinating with affected property owners.

The City has received a \$2,000,000 federal grant-in-aid earmark and is leveraging this with multiple state and federal funding sources for the project. A municipal project manager has been selected and a design consultant selection is pending. Formal design work will be commenced in 2010. The City is working with VTrans to address matching requirements using properties acquired for the new roadway.

Map 15. Federal Street Corridor



Completion of the Federal Street Project will enhance the ability to develop within the growth center at the higher densities envisioned by the City. The 2005 study demonstrates that with the completion of this project, the road network connecting to and within the growth center will be adequate to handle projected capacity. However, the City is not relying upon this project alone to address future traffic issues. With funding assistance from the Vermont Highway Safety Improvement Program (HSIP), signalization improvements to the Lake / Main / Fairfield intersection and Lake / Federal intersection will be made in 2010, and the CIP contains funding to conduct an overall assessment and implementation of paving throughout the City. The existing grid street network is a key asset within the growth center and helps ensure that future development retains the density and pedestrian orientation necessary for smart growth.

While all of these initiatives are much easier with Federal Street completed, the City is realistic about the potential for federal and state assistance going forward. Growth Center designation will provide the opportunity for the City to establish a Tax Increment Financing district, and upon such action local financing will be available. Even with no further federal support, the City can make some significant strides towards improving traffic, parking, and enhancing the development potential. That being said, the City intends to vigorously pursue all options for completing the Federal Street Multi-modal Connector.

Finally, a long-standing issue impacting development is real and perceived concerns over congestion and vehicle parking. The above intersection improvements will address some of the congestion concerns and the City has enrolled the downtown core parking lot in the NRPC's Brownfields Program with the intent of redeveloping the site into mix use parking and office space.

9.5 If the municipality has adopted an Official Map, summarize the planned transportation infrastructure delineated on the map within the proposed growth center.

The City of Saint Albans has not adopted an Official Map.

Question 10. The applicant has identified important natural resources and historic resources within the proposed growth center, anticipated impacts on those resources and has proposed mitigation (24 V.S.A. § 2793c(e)(1)(B)). The approved plan and the implementing bylaws provide reasonable protection for important natural resources and historic resources located outside the proposed growth center (24 V.S.A. § 2793c(e)(1)(D)(iv)).

The proposed growth center is planned to protect the state's important environmental, natural and historic features, including natural areas, water quality, scenic resources, and historic sites and districts (24 V.S.A. § 2791(13)(D)).

10.1 Identify the important natural resources (headwaters, streams, shorelines, floodways, rare and irreplaceable natural areas, necessary wildlife habitat, wetlands, endangered species, productive forest lands, and primary agricultural soils) located within the proposed growth center, assess potential impacts on those resources and describe the proposed mitigation.

Important natural resources are identified on Map 16. Given the historic urban development within the City, there are no remaining tracts of primary agricultural soils or productive forest lands. Historic development and intensive land uses in the City have significantly impacted these resources. In recent years, the City has aggressively pursued opportunities to address the legacy of these environmental impacts, particularly in regard to water quality and brownfield issues.

Water Quality

The City of Saint Albans is located within the Saint Albans Bay Watershed, and more specifically within the watersheds of the Stevens and Rugg Brooks. These two brooks flow through the developed areas of the City and Town of Saint Albans and have been heavily impacted by increased development. The Brook Stickleback, a species that is uncommon but not rare, has been found in two locations along Stevens Brook (Map 16).

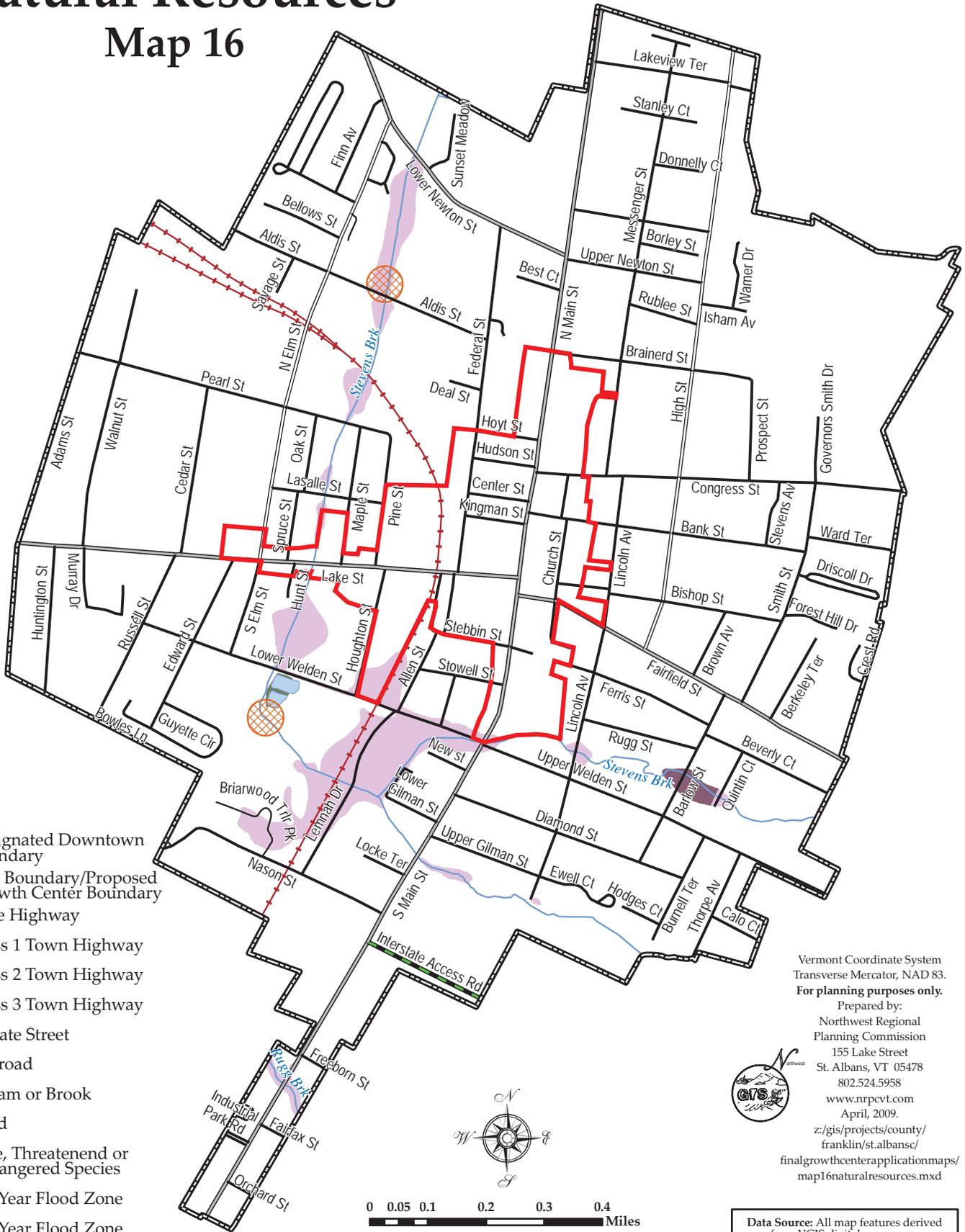
Portion of the Stevens and Rugg watersheds have been designated as stormwater impaired by the Vermont DEC. The Vermont Stormwater Section is now in the process of developing a TMDL for these two high priority waterways. According to the EPA, polluted stormwater runoff contributes silt, nutrients, bacteria, metals, and oxygen-depleting substances to streams and is a leading source of water quality impairment. In the City the municipal stormwater conveyance system acts as the collector of stormwater from roads, parking areas, gutters, and ditches.

The City of Saint Albans has long supported efforts to improve water quality in Stevens and Rugg Brook and in Saint Albans Bay. In 2003, the City collaborated with the Towns of Saint Albans, Georgia and Swanton, the NRPC, and numerous other local, regional, state, and federal partners to produce the "Stevens Brook and Rugg Brook Watershed Study Report."

CITY OF ST ALBANS

Natural Resources

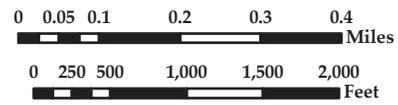
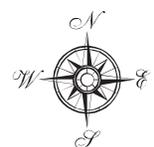
Map 16



LEGEND

- Designated Downtown Boundary
- City Boundary/Proposed Growth Center Boundary
- State Highway
- Class 1 Town Highway
- Class 2 Town Highway
- Class 3 Town Highway
- Private Street
- Railroad
- Stream or Brook
- Pond
- Rare, Threatened or Endangered Species
- 100 Year Flood Zone
- 500 Year Flood Zone
- Wetland

Vermont Coordinate System
 Transverse Mercator, NAD 83.
For planning purposes only.
 Prepared by:
 Northwest Regional
 Planning Commission
 155 Lake Street
 St. Albans, VT 05478
 802.524.5958
 www.nrpvt.com
 April, 2009.
 z:/gis/projects/county/
 franklin/st.albans/
 finalgrowthcenterapplicationmaps/
 map16naturalresources.mxd



Data Source: All map features derived from VGIS digital coverages.
 North arrow on map refers to Grid North.

Since 2003, the City has begun several projects intended to upgrade its system and address stormwater pollutants, including the installation of more than a dozen rain gardens throughout the City, the installation of a cistern at the City garage which uses rainwater rather than potable water to wash City vehicles, distribution of rain barrels, and the construction of the pervious concrete sidewalk in Taylor Park. The City has also pursued larger-scale projects to mitigate its water quality impact, including planning to abate a combined sewer overflow at Lower Welden Street, and improvements at the Wastewater treatment plant.

In addition to stormwater treatment, the City has also sought to improve and protect the two streams. In 2006 the City developed plans for a floodplain restoration project and constructed a stream buffer at Houghton Park. The City Planning Commission is currently considering implementing a setback requirement or Fluvial Erosion Hazard Overlay to reduce the encroachment of development on these waterways. Moreover, as part of the forthcoming Municipal Plan update, the City Administration and Planning Commission intend to engage the municipality in an education program to incorporate Leadership in Energy and Environmental Design (LEED) principles within the Plan update process, and in the future revisions to the City's Land Development Regulations. By incorporating LEED criteria for existing buildings (EB), new construction (NC), and neighborhood design (ND) as a staple of the proposed Growth Center effort, the resulting build-out over time will work toward achieving a reduction in stormwater volumes and contaminant infiltration into the brooks. The City recognizes that Saint Albans Bay and Lake Champlain are incredible assets to our community, providing important ecosystem services and recreational opportunities that enhance the quality of our community. The City is a committed partner in efforts to improve local water quality and protect these resources.

Brownfields

Another legacy of the City's intense urban development is brownfield sites. There is no predominant type of brownfield property in City of Saint Albans; sites are as varied as laundromats, junkyards, former coal gasification, railroad, and manufacturing properties, and abandoned service stations. Their most common denominator is the link to the developmental history of the City. Brownfields sites are concentrated in or near the downtown area, have mixed contaminants, and are commonly four acres or less in size. Most sites are adjacent to residential areas and have one or more structures. In addition to contamination issues, asbestos containing materials are lead-based paint may be present, and many are neglected. Prospective developers are sufficiently experienced to know that redevelopment at these properties can only happen with community commitment and public funding assistance; EPA's brownfields program addresses both these critical components.

The City currently has multiple parcels enrolled in the NRPC's Brownfield Program. The program provides funds to assess the causes and extent of contamination and helps to plan and implement remediation practices. Examples of successful brownfield projects in the City include the Little League Fields and Willard Mill.

Urban Forestry

For many years a local doctor donated numerous trees per year to replace trees that had died or been removed for some other reason. The City of St. Albans has worked in collaboration with the Urban and Community Forestry Program (UCF) for several years. A long-term care plan was prepared in 1999, which provides for deep-root feeding, mulching and pruning, as well as cabling where necessary. It also provides for periodic monitoring of trees as determined by a tree inventory conducted by an arborist. He monitored the trees in February 2002 and determined that they needed significant additional work. The City received a matching grant from the UCF to assess the condition of all the trees in Taylor Park, the City's most prominent green space in the heart of the downtown. After those trees were pruned, cabled and fertilized, work continued throughout the City to assess its entire urban forest with assistance from UCF. Over a two year period approximately 2,500 street trees were mapped and assessed for species, general health and condition and categorized in a tree atlas. Most recently, the City and SAFF have partnered with the Urban Community Forestry Program to participate in a tree canopy assessment program in the downtown. Through this assessment, the city will receive \$10,000 in "in-kind" analysis provided by UVM of the tree canopy coverage in downtown, plus \$5,000 cash to provide as funding for a consultant to develop a plan for the trees in conjunction with the Downtown Master Plan, and following the planning phase, an additional \$20,000 cash to implement a project once the planning process is completed. The City plans to then actively utilize this as a match to leverage additional State and Federal grant funds to begin implementation of Streetscape Improvements identified in the Master Plan.

10.2 Identify the historic resources located within the proposed growth center, assess potential impacts on those resources and describe the proposed mitigation, including any steps the municipality is taking to promote the preservation, restoration and/or adaptive reuse of historic structures within the proposed growth center.

The Saint Albans Historic District, which is listed in the National Register of Historic Places, defines an area of exceptional architecture and encompasses the downtown commercial and civic core of the city. Saint Albans' expansion and prosperity is reflected by the quality of buildings in the commercial core. Ranging in date from 1812 –1932, the buildings within the Historic District are extraordinary and combine to form spectacular streetscapes. The following buildings serve as historic architectural landmarks:

- Church Street – the Courthouse, the Franklin County Grammar School (now the Saint Albans Historical Museum, and a number of churches);
- Main Street – the Post Office, the Sherwin Williams building, and the Fishman and Brainerd blocks, Hathaway House, the Houghton House, and the Stranahan House; and

- Other Buildings of historic or architectural importance in the City:
 - The Warner Home.
 - The Central Vermont Railway Headquarters.
 - Holy Angels Convent.
 - Saint Albans Hospital Building.
 - Smith Mansion Property on Congress.
 - The Messenger and Barlow schools.

The buildings on Main and Church Streets outline Taylor Park and create a courtyard effect, reinforcing the aesthetic value of this open space in the downtown. Taylor Park is a grand public space that has been the heart of Saint Albans since its creation, serving as the community center for many gatherings and events in the downtown historic district. Through the decades, the park has remained the focal point of the downtown and is beautifully complemented by the commercial, religious, buildings surrounding it.

The historic district further reflects Saint Albans' growth as a major commercial and governmental center in northern Vermont and the prosperity brought by the Central Vermont Railroad in the 1850's. Particularly striking are the monumental buildings with their picturesque facades and cornices that line the east side of Taylor Park on Church Street. There are 109 properties located within the historic district. A map of the district is available to the public at City Hall where an ongoing inventory of historic properties is filed and maintained. In 2008, the historic structures within Saint Albans downtown were mapped in cooperation with the Vermont Division for Historic Preservation (Map 17).

Outside of the downtown National Register District area, further documentation of Saint Albans' local resources is needed. With assistance from local organizations such as the Saint Albans Historical Society and individuals, the City intends in 2012 to organize for conduct of a formal Historic Resource Survey. This project -- a process of identifying and gathering data on a community's historic resources -- is a significant step toward planning for the preservation and development of areas that contain historic resources by understanding what type of resources make up that environment. An instrument and methodology is to be prepared, using current Vermont State Historic Preservation Office data, and then work will proceed to collect information needed to assess the eligibility of historic buildings, structures, sites, objects and historic districts for listing in the Vermont or National Register of Historic Places. The collected information will also be entered into an electronic database for use in evaluating the significance of properties in land use/development reviews, and possible resource nominations.

The only known archeological resource site in the area is near the intersection of Fairfield Street (VT-36) and Fairfax Road (VT-104), adjacent to the Northwest Medical Center in the Town of Saint Albans. Additional-yet-unknown archaeological sites likely exist, however, because of the City's location between multiple streams and the confluence of glacial lakeplain and emergent west slopes of the northern Green Mountains.

Map 17. Map of Historic Structures in Downtown Saint Albans, 2008



In the heart of the historic district overlooking Taylor Park, sits the Saint Albans Historical Museum. The museum is one of the largest in the area and is visited annually by visitors, community residents and schools. The museum building sports a long history of several uses such as a schoolhouse, community center, and location of the famous Civil War Raid of Saint Albans. The museum is a critical resource in the community for artifacts, photos, historical documents and records relating to Saint Albans and the surrounding vicinity. Recent renovations include an elevator, accessibility improvements, new bathrooms, and the restoration of a performance hall, which seats approximately 350 people. The newly renovated performance hall serves as cultural performing arts center for the community of Saint Albans and the greater Franklin County Region.

The City and SAFF work with property owners to provide additional resources and technical assistance that facilitate preservation. Inclusion in the National Register of Historic Places is of particular significance as it provides property owners an opportunity to participate in federal and state tax credit programs for historically appropriate improvements. SAFF provides technical assistance to property owners on these tax incentives, has developed a guide and color pallet to assist with identifying exterior

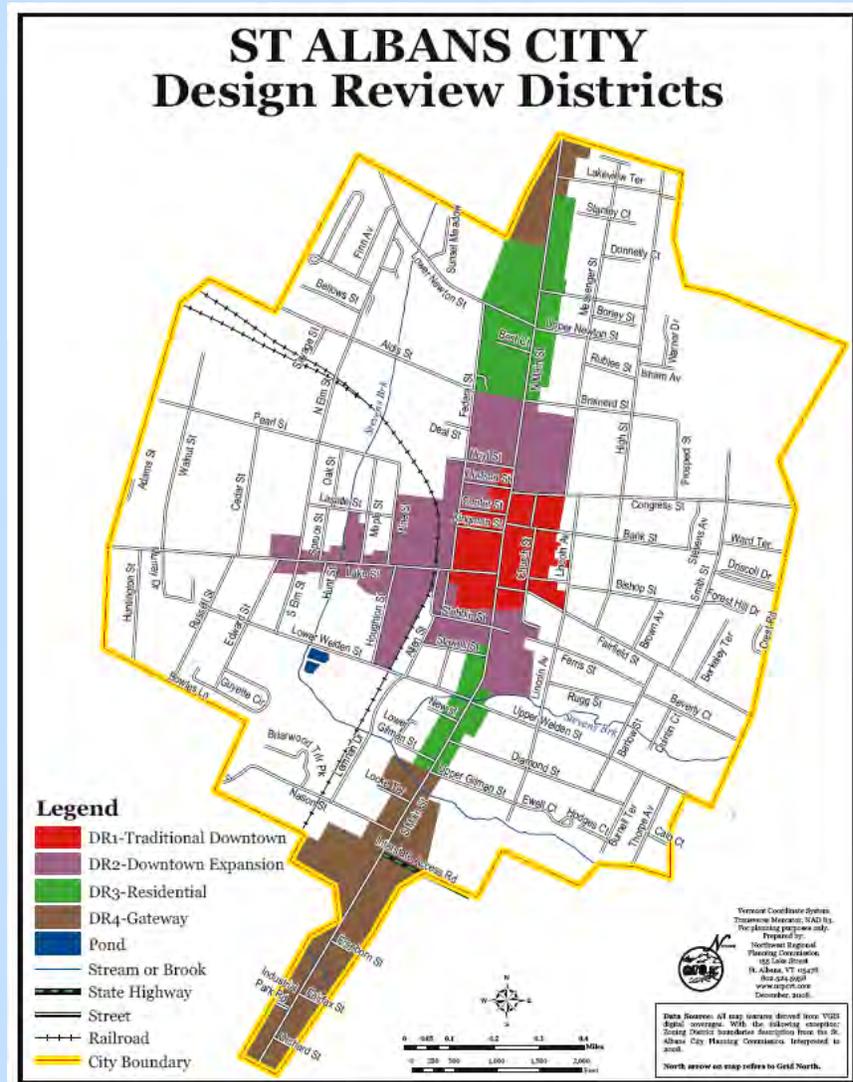
paints, and maintains a physical & digital inventory of historic structures in the downtown district.

The City also employs a combination of regulatory design controls and incentives for adaptive re-use of historic structures to achieve its historic preservation objectives, which are summarized below. These Design Review Standards are intended to assist property owners, developers, and the City review boards with the preliminary planning, design, and evaluation of proposals and approval of projects (Figure 12). Development of property in the designated historic district must comply with these preservation guidelines and the applicable regulatory design standards. The overriding vision and intent of these standards are to:

1. Preserve the architectural resources of the City;
2. Ensure that new infill development, redevelopment and new construction are sensitive to context and the historic architecture and patterns;
3. Promote architectural, landscape, sign and site design treatments that enhance the visual appeal of development within the Design Review (DR) Overlay Districts and downtown Saint Albans;
4. Support pedestrian activity and scale along the street and between buildings as well as multi-modal travel; and
5. Create and maintain a strong community image and identity by providing for architectural and landscape treatments that enhance the visual quality of all development in Saint Albans, thus enhancing the visitor experience, the attractiveness of the streetscape and existing architecture in the community.

The City continues to demonstrate a committed effort to support investment that accomplishes these objectives. Recent examples include improvements to Taylor Park such as the resurfacing of sidewalks, purchase of historic period lighting, new tree plantings to replace dying trees and the addition of rain gardens. During the Downtown Master Plan development process, property owners were presented with an opportunity to consult free-of-charge with retained historic preservation architects on potential facade improvements, development of conceptual drawings, and structuring of cost estimates.

Figure 12. Summary of Saint Albans City Design Review Standards



DR1- Traditional Downtown

The Traditional Downtown (DR1) Overlay District is established to maintain and preserve the unique historic character and function of the City’s downtown and central business district. Architecture shall reflect historic forms and materials and adaptive re-use of historic architecture is strongly encouraged. Infill, renovation and revitalization of the City’s core shall respect and preserve the “main street” character, walkability, public spaces and the sharing of parking and other public infrastructure, which reflects the historic urban form of the city. The district places emphasis on the preservation of historic resources and the character of the historic downtown as part of a vibrant central business district. Buildings in the Traditional Downtown (DR1) are mixed-use with premium local and regional boutique retail uses and entertainment establishments, fostering a multicultural environment. Residential or office use above the ground floor is encouraged.

Figure 12, cont'd

DR2 Downtown Expansion

The intent of the Downtown Expansion (DR2) Overlay district is to recognize an area suitable for the expansion of downtown commercial and mixed-use developments, which expands the synergy of the Traditional Downtown (DR1) district. Buildings in the Downtown Expansion (DR2) district are mixed-use developments, housing, street front retail and restaurant services with residential and office use above the ground floor, where feasible. Architecture of a historic nature shall be used in conjunction with contemporary designs. Beautification and building upkeep are encouraged, utilizing signage, awnings and greenery for an aesthetically pleasing environment. Architecture should reflect historic forms and materials and adaptive re-use or historic architecture is encouraged. New structures and additions or alterations of existing structures shall be designed in a manner that is harmonious with, or complements the scale, massing, height, proportions, roof pitch, window style and placement, materials, color and design of surrounding historic structures and significant buildings of architectural merit. Strong pedestrian access to neighboring uses and districts shall be developed and maintained. The establishment of unique outdoor spaces of any size with fountains and public art is recommended. Parking lots and structures are to be located away or discreetly screened from street view.

DR3- Residential

The Residential (DR3) Overlay District provides residential housing adjacent to the traditional downtown and is intended for the preservation and enhancement of its historic pattern, architectural scale and green space. It is characterized by dense, compact development with a mix of housing types. Similar setbacks, footprints, scale, mass and height are expected to continue. Existing vegetation and the pedestrian-oriented environment shall be maintained. Emphasis shall be placed on the preservation of the tree lined boulevard quality of Main Street and the surrounding streetscape. Low-intensity business activity is permitted at residential scale, which includes home occupations or professional offices that are unobtrusive and fit within the character of the neighborhood. New development and redevelopment in these neighborhoods shall reflect the existing and desirable patterns of size, scale, footprint and massings as well as historic architectural patterns and materials.

DR4 – Gateway

The Gateway (DR4) Overlay District provides a higher standard of appearance for corridors that serve as the main entrances into the downtown area and shall complement and anticipate the historic core of the City. Buildings, architectural styles and design features shall create a memorable and positive first impression upon entering the City, to establish an image and character that is uniquely Saint Alban's, as well as to fulfill the service demands of nearby neighborhoods, residents and visitors. Signing and lighting associated with the commercial density and transitioning land use that currently exists in this district is distinct with regard to the presence of specific transportation infrastructure, with the north gateway just south of an important intersection and the terminus of the Missisquoi Valley Rail Trail; and the south gateway having the Interstate connector and intersection. New construction, conversions or rehabilitations of existing structures should continue existing historic scale and setbacks. Site plans shall reference and relate to the historic greenbelt and provide screened and located parking areas.

10.3 Explain the municipality's choices in locating the proposed growth center in relation to its potential impacts on important natural and historic resources.

It is important for the delineation of the Growth Center to include uses that encompass the Central Business district, as this area is critical to economic development and a significant employment center to the region. Additionally, the historic downtown in the heart of the Growth Center has been and will continue to be a key component of growth and activity as Saint Albans moves forward into the future. Additionally, since this area has been the traditional location for growth and development, the City has incorporated language and adopted policies in the City of Saint Albans Land Development Regulations and Comprehensive Municipal Plan to ensure that remaining natural resources are properly protected and incorporated into new development in a way that is cohesive and complementary. The City's efforts to preserve these resources through public investment, regulation, and private adaptive re-use projects are exactly consistent with the types of development activity that are encouraged within growth centers. The City is committed to continuing this standard by pursuing opportunities and identifying resources that will foster preservation of historic and natural resources within the Growth Center.

10.4 Summarize the provisions of the approved municipal plan and implementing bylaws that provide reasonable protection for important natural and historic resources located outside the proposed growth center.

There are only 86 acres within the City of Saint Albans that are not included within the proposed growth center boundary. The protections implemented in these areas are the same as those within the growth center. The following goals, policies and objectives are included in the Municipal Plan to protect important natural and historic resources in the City:

GOAL: To identify protect and enhance important local features, including local natural areas and open spaces; streams, floodplains, and wetlands; and significant scenic areas and views; all of which contribute to the quality of City of Saint Albans's environment and unique sense of place.

GOAL: To maintain and improve the quality of air, water, wildlife habitat and land resources in accordance with the principles set forth in the ten criteria of Act 250 [10 V.S.A., Section 6086(a)].

Policy: Key natural features such as hilltops, slopes over 20%, groundwater recharge areas, wetlands, floodplains, streambanks, and local drainages should be protected or enhanced through local zoning and subdivision regulations. In particular, streambanks and waterways in the city should be protected by vegetated buffer strips. These controls are intended to provide for adequate open space within the city.

Policy: The City Planning Commission and Zoning Board, using the environmental principles found in Act 250, should consider natural features in the course of development reviews.

Objective: Establish a conservation commission to oversee the City's natural resources, and to advise the Planning Commission, Zoning Board of Adjustment and City Council concerning the protection of local natural features and environmental quality.

Objective: Strengthen the City's existing land use regulations as necessary, including the incorporation of specific site development and design standards, to ensure protection of significant natural areas and local environmental quality. Particular attention should be given to Aldis Hill, and the protection of streams and waterways.

Objective: Cooperate with the Town of Saint Albans and participate in regional plan development and state regulatory proceedings to ensure the protection of viable agricultural land, adjacent to the Saint Albans Growth Center.

Objective: Identify ways to protect and increase public access to local natural features, and in particular Aldis Hill.

Objective: Organize and promote, in conjunction with local civic groups, citywide green-up days, including an annual clean up of Stevens and Grice Brooks.

GOAL: To continue to identify, protect, and preserve important historical and architectural resources within the city; and to maintain the historic and urban character of City of Saint Albans.

Policy: New construction (additions, infill, and replacement development) within the City, and particularly within the downtown Historic and Design Review districts should be compatible with the existing historic and architectural character of the area.

Policy: The City should encourage the preservation of significant historic buildings

Policy: The City should encourage the re-use and restoration of existing historic structures prior to their demolition or conversion to inappropriate uses. If demolition of an historic structure is necessary, it should not proceed until adequate historic and architectural documentation of the structure has been completed.

Objective: Work with local heritage and historic preservation groups to inventory, maintain and enhance cultural resources, to integrate preservation with local economic development activities, and to provide technical assistance to property owners

Objective: Incorporate delay provisions for historic structures in demolition ordinances to allow time for local officials and property owners to explore alternatives, or to allow for historical documentation prior to demolition

Objective: Participate in the Vermont Division of Historic Preservation's Certified Local Government (CLG) Program to obtain state funding for historic preservation. Also participate in the National Trust for Historic Preservation's "Main Street Program"—an economic development program designed for small urban areas that is based on the premise that one of the community's greatest economic assets is its unique historic and architecturally significant structures.

GOAL: To protect and enhance the quality of the City's built and natural environment, its identity and sense of place, its economic development potential, and the overall quality of City life through the encouragement of appropriate siting and design.

Policy: New development within the City should be compatible with and integrated into the surrounding natural and built setting; and with traditional scales, patterns, forms, densities and development. Clustered rather than strip forms of development should be encouraged.

Policy: The intimate, pedestrian scale of the City, and particularly of the central business district, should be maintained and enhanced.

Policy: New development should be reviewed by the Planning Commission, Zoning Board, and Design Advisory Board (where appropriate) in accordance with appropriate design standards and associated guidelines.

Policy: Public works should maintain a high quality of design; also improvements in design and placement of utilities that affect the public environment should be encouraged.

Objective: Develop a long-range public landscaping plan, planting and maintenance program, and tree protection ordinance for the city.

Objective: Encourage underground placement of utility lines in new development, and work with local utilities and other providers to replace existing above ground lines with underground lines.

Objective: Identify specific public areas within the city which could be improved in their appearance and design, and provide public amenities appropriate to the City's role as a regional commercial and government center.

Objective: Organize and promote, in conjunction with local civic groups, volunteer downtown and citywide landscaping and beautification efforts.

Question 11. The most recently adopted guidelines of the Secretary of Agriculture, Food and Markets have been used to identify areas proposed for agriculture and the proposed growth center has been designed to avoid the conversion of primary agricultural soils, wherever possible (24 V.S.A. § 2793c(e)(1)(C)).

The proposed growth center serves to strengthen agricultural and forest industries and is planned to minimize conflicts of development with these industries (24 V.S.A. § 2791(13)(E)).

The proposed growth center will result in a settlement pattern that, at full build-out, is not characterized by the fragmentation of farm and forest land (24 V.S.A. § 2791(13)(I)(iii)).

11.1 Justify the municipality's choices in locating the proposed growth center in relation to the conversion of primary agricultural soils and the fragmentation of farm or forest land.

The City of Saint Albans has supported high, density urban development for decades. As a result, there is no remaining farmland or forest within the City that has not been impacted by intensive use (Map 18). Unfortunately, in many areas of the City, industrial development has left a legacy of contamination. In cooperation with NRPC Brownfield Program, the City has identified many of these sites and is actively engaged in their redevelopment. By establishing itself as a regional growth center, the City's goal is to concentrate development within the already impacted area and to relieve development pressure on outlying areas of Franklin County where farm and forest land can remain intact.

11.2 Identify any ways in which the proposed growth center will serve to strengthen agricultural and forest industries (to the extent that they exist) and discuss the steps the municipality is taking to minimize conflicts between development and agricultural and forest industries (to the extent that they exist).

As stated in the section above, designation of the proposed Growth Center will mitigate impact to prime agricultural and existing forestland by fostering a concerted effort to concentrate new growth and development in a compact area that has served as a center for economic development for decades. Additionally, the City in recognizing the importance of preserving Saint Albans' local character and rural flavor has adopted several goals and policies within the municipal plan to ensure that new growth is planned for and implemented in a manner that is cohesive and harmonious to that of its surrounding environment.

GOAL: To protect and enhance the quality of the City's built and natural environment, its identity and sense of place, its economic development potential, and the overall quality of City life through the encouragement of appropriate siting and design.

City of Saint Albans Municipal Plan, p. 41

Designation of the proposed growth center will also promote agricultural and forest based industry in the Franklin County Region. The City's municipal plan clearly notes the importance of supporting local industry and adopts policy that will encourage and promote resources of the region.

GOAL: Support enterprises that make use of the traditional skills and resources of the region to produce value-added products that will maximize reinvestment in the City's community services and facilities.

City of Saint Albans Municipal Plan, p. 55

Dairying has constituted an important part of Vermont's agricultural production since the early 1800s. The dairy industry, which has been an integral part of Franklin County's history, has and continues to remain a vital part of the local economy. Franklin County is the largest dairy county in New England and Vermont is the 14th-largest state for milk

production. There are over 450 dairy farms here that support such businesses in our area as grain mills, fertilizer plants, machinery and equipment dealers, trucking companies, and farm-supply stores.

The City of Saint Albans is home to the largest cooperative creamery in Vermont and one of the largest in New England. The majority of the milk in the county is marketed by the Saint Albans Cooperative Creamery, Inc., which has been in existence for over 80 years. The cooperative, located in the City of Saint Albans, markets over 300,000 gallons of milk per day. Much of the milk products service local processors such as Ben & Jerry's, Via Cheese, LLC, and Franklin Foods.

Many farms in the county are committed to another long-standing tradition — producing maple syrup. Vermont is well-known for its maple sugar and the quality that it represents. Many specialty boutique shops in the downtown regularly feature and sell maple products that are locally produced. Saint Albans is known as the Maple Sugar Capital of the World and hosts an annual Vermont Maple Festival, drawing more than 50,000 visitors to the historic downtown. The Festival provides a host of opportunities for maple producers to showcase their products, provide education and outreach to the public, and celebrate an industry that is an integral part of our heritage.

Downtown Saint Albans is a community that embraces the creative economy using its heritage as a key to unlock its creative potential including agricultural and food related industries. The 2006 Market Analysis identified food items as one of the most significant opportunities for Saint Albans. In fact the community leaks over \$24 million in grocery store sales. Similarly, specialty food items have been identified in the retail shares analysis as having a need in the community.

Restaurants and food retailers are already key anchors to downtown with the Rail City Market, the Farmers Market, As the Crow Flies, and numerous restaurants. These businesses are instrumental parts of the downtown market mix. Many of these restaurants and businesses participate in the Vermont Fresh network an organization that connects local businesses with local producers. This foundation provides a critical mass on which to build additional related businesses.

The Farmer's Market itself has strong potential for future growth because of its central location and strategic role in linking the economic engine of Franklin County (agriculture) directly with consumers. Furthermore, Farmers Markets are receiving a national resurgence as people explore alternative ways to get quality food.

Through the work of the 2006 Market Analysis and Marketing Plan, the City established the following goals:

- *Identify an agriculture and food based strategy for art and retail.* The link between Saint Albans farm heritage and art, retail, and other creative economy based ventures should be explored in greater detail.
- *Create downtown retail opportunities profiling regional products.* The existing stores downtown can reinforce the local and regional products that they feature. This is particularly true of the Farmers Market and food related retailers.
- *Build events around food themes.* The warm weather season presents great opportunities for regular events associated with the Farmers Market. These events should be small in nature and can focus on food related themes to drive customers to downtown. Whether it is a cooking demonstration, a wine tasting, or some other related event, it will link the activity of the Farmers Market with the shops downtown and the economic gap that is currently not being filled in Saint Albans.
- *Incorporate into the Maple Festival local foods & food products.* The Maple Festival has been the premier local event in Saint Albans for many years. There is a significant opportunity to focus on local foods and food products as a component of this festival. Downtown merchants can help promote this as an adjunct to the current event.
- *Market downtown food-related retail.* As mentioned before, a marketing strategy that profiles what is already available downtown can be beneficial to jump start this effort.
- *Build a pavilion for Farmers Market as a permanent home.* Over time, the Farmers Market, currently an open air facility, could expand to adjacent sites and include a more permanent "pavilion" or enclosed space for certain food related uses. This is likely to be a component of the Physical Master Plan identified in the prior strategy for downtown.
- *Develop the Saint Albans food emporium.* With such significant leakage in food related items, downtown Saint Albans should explore additional downtown specialty food stores. This may be an expansion of an existing store or an additional store.

11.3 Describe the provisions of the approved municipal plan and implementing bylaws that limit or discourage the fragmentation of farm and forest land.

The City of Saint Albans proposes to create a growth center which would remove some of the growth pressures on the outlying rural lands. These rural areas are beyond the jurisdiction of the City. By creating the appropriate incentives and coordinating at a regional-scale, however, the City supports efforts to limit the fragmentation of farm and forest land.

Policy: Consultation should occur with the Town of Saint Albans and the Northwest Regional Planning Commission with regard to land use issues of an inter municipal or regional nature.

Objective: Continue to participate as appropriate in the land use planning processes of the Northwest Regional Planning Commission and State Agencies.

Policy: Based on the premise of the city being a 'regional center,' business and other economic opportunities that support and promote forestry and agricultural industries in other communities should be encouraged.

Policy: Public Investment should be planned so as to minimize development pressure on agricultural and forest lands, and other important natural resources located outside of the designated Saint Albans growth center.

GOAL: To maintain and enhance recreational opportunities for City and area residents and visitors to the region.

Policy: Growth should not significantly diminish the value and availability of outdoors-recreational opportunities.

Policy: Public access to non-commercial outdoor recreational opportunities, such as hiking trails and recreation paths, should be identified, provided, and protected wherever possible.

GOAL: To identify, protect and enhance important local features, including local natural areas and open spaces, streams, floodplains, and wetlands; and significant scenic areas and views; all of which contribute to the quality of Saint Albans City's environment and unique sense of place.

Objective: Cooperate with the Town of Saint Albans and participate in regional plan development and state regulatory proceedings to ensure the protection of viable agricultural land, adjacent to the Saint Albans Growth Center.

City of Saint Albans Municipal Plan, p. 36

Question 12. The applicant has a regionally confirmed planning process and an approved municipal plan. The approved plan contains provisions that are appropriate to implement the designated growth center proposal. The applicant has adopted bylaws in conformance with the municipal plan that implement the provisions in the plan that pertain to the designated growth center (24 V.S.A. § 2793c(e)(1)(D)).

The proposed growth center is planned to reinforce the purposes of 10 V.S.A. Chapter 151. The proposed growth center is planned in accordance with the planning and development goals under 24 V.S.A. § 4302 (24 V.S.A. § 2791(12)(B)(vii) and (viii)).

12.1 List the dates of the most recent plan adoption, bylaw amendment(s), and municipal plan approval and confirmation of the municipality's planning process by the regional planning commission.

The City of Saint Albans Comprehensive Municipal Plan was most recently updated and adopted on September 27, 2006. The plan also received regional approval from the NRPC on September 27, 2006 (Appendix 4).

The City of Saint Albans Land Development Regulations were initially adopted on March 23, 1998, with the most recent amendments adopted on December 14, 2009 and effective on January 4, 2010.

12.2 Highlight any additional steps the municipality is taking to implement the purposes of the growth center program that have not been discussed in previous responses, specifically those that relate to the purposes of 10 V.S.A. Chapter 151 or the goals of 24 V.S.A. § 4302.

As described in this application, the City of Saint Albans is well-positioned to serve as the regional growth center for Franklin County, one of the fastest growing areas in the State of Vermont. The City has the infrastructure, facilities and resources to accommodate growth in a way that will enhance life quality for City residents and maintain its unique sense of place. A municipal resolution demonstrating the commitment of the City Council is included as Appendix 5.

Receiving growth center designation from the State will provide the City with a powerful cadre of tools and incentives with which to continue the work of creating a strong community that reflects smart growth principles and is socially, economically, and environmentally sustainable. The growth center designation will also allow the City to build on successes of the current downtown program and extend some of those benefits into surrounding areas of the City, which are available for redevelopment and infill.

APPENDIX 1

Summary of Build-Out Analysis on Ten (10) Redevelopment Sites

Build-Out Analysis of Key Redevelopment Sites

In order to assess growth potential in the mixed use areas of the City, the Growth Center Project Committee used existing studies, orthophotography, and local knowledge to identify parcels with the greatest development and redevelopment potential. Of the many potential redevelopment sites located throughout the City, ten sites were selected for analysis based on their size, redevelopment potential, and potential impact on the City (Map 4). On each site, the Committee envisioned a desirable redevelopment plan that considered the current zoning requirements, the character of surrounding neighborhoods, the existing natural resources, and other relevant factors. These plans are not intended as blueprints for future development, but rather to simply provide a demonstration of what could be achieved on each site. However, the City is currently proceeding with redevelopment plans, similar to those shown here, on both the Downtown Core and the Fonda property.

1. Downtown Core

Zoning District(s): B1

Existing Conditions: Municipal parking lot

Potential Infill/Redevelopment: The current proposal for this property would create a 4-story mixed-use building that might provide 140,000 sf of office space and 20,000 sf of warehouse space and a parking deck in the center of downtown.

Existing Conditions



Potential Infill Project



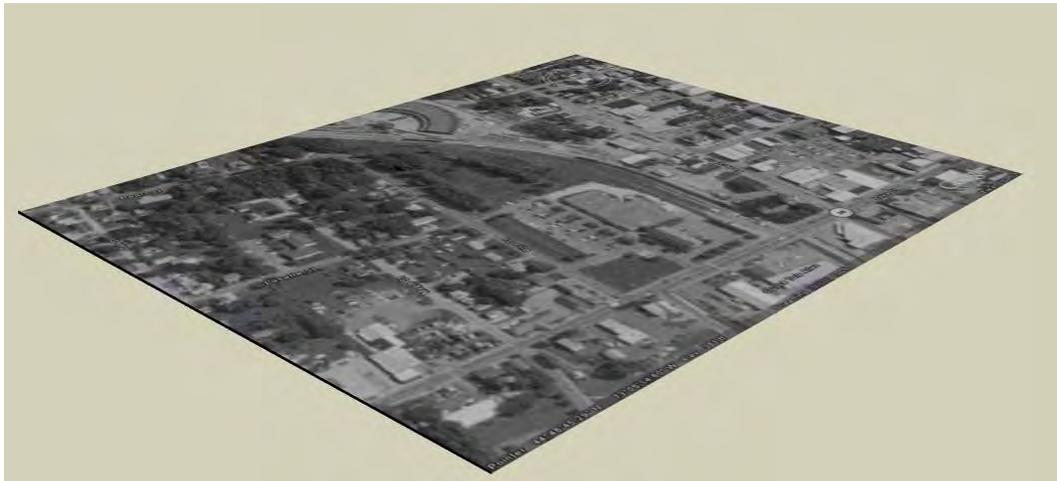
2. 101 Lake Street

Zoning District(s): B1, with small portion in Service- Industrial.

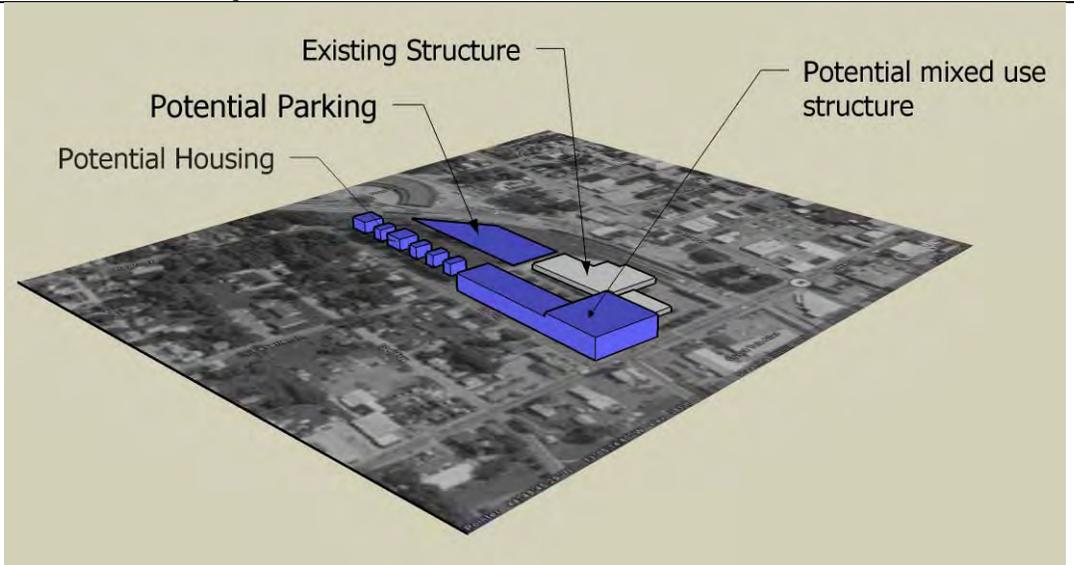
Existing Conditions: The site includes a strip mall, a large parking lot, an undeveloped area of land near the railroad track and an undeveloped lot at the corner of Lake Street and Pine Street.

Potential Infill/Redevelopment: A potential concept for this site would include an additional 250,000 square feet of office space and commercial development adjacent to Lake Street on a currently vacant lot and a portion of the existing parking lot. The site could also accommodate 8-10 detached multi-family housing units that transition into the residential neighborhood to match existing development on Pine Street. The parking could be provided in the area of the lot adjacent to the railroad.

Existing Conditions



Potential Infill Project



3. Handy's (Lake Street).

Zoning District(s): B1

Existing Conditions: The site includes a lot that was most recently used as a car dealership and has a large one story building and large parking lot. The rear lot is currently undeveloped.

Potential Infill/Redevelopment: This site could be redeveloped in a number of ways. Ideally, the frontage along Lake Street should be redeveloped to its maximum potential, with a multi-story, mixed use building that complements the downtown streetscape that is desired on Lake Street. The back portions of the lot should be developed in a way that provides housing or mixed use structures consistent with the residential properties on LaSalle Street. The concept below would create 135,000sf of mixed use commercial/office space and three single family homes.

Existing Conditions



Potential Infill Project



4. Homeland Security

Zoning District(s): Service Industrial

Existing Conditions: This office park currently accommodates offices for the Department of Homeland Security, Vermont Department of Health, and other State offices. The lot includes 4 office buildings, with the remaining lot area dedicated to parking. The lot is considered underdeveloped and an inefficient use of space.

Potential Infill/Redevelopment:

The redevelopment concept for this site would create an office park with several new 3-story buildings in place of existing parking lots. These building would provide parking on the first floor or basement level, thereby resulting in no loss of parking on the site. More than 360,000sf of new office or industrial space could be created on this site.

Existing Conditions



Potential Infill Project



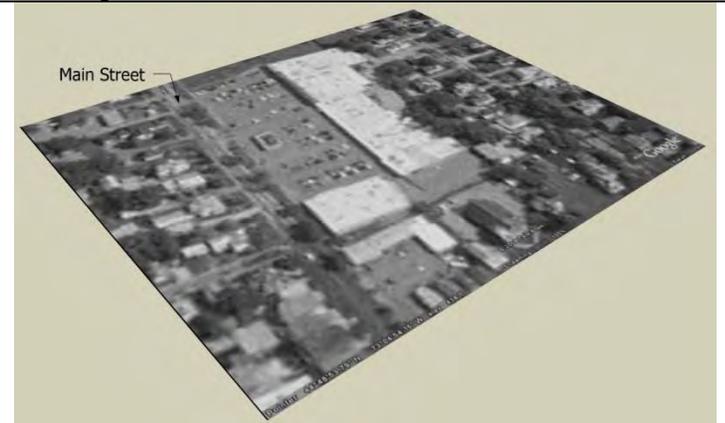
5. JCPenney Plaza

Zoning District(s): B1

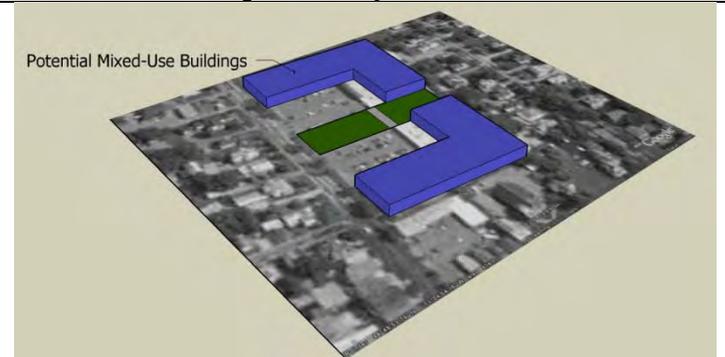
Existing Conditions: The existing shopping plaza is set up with a large parking lot along Main Street and single-story buildings set far back off the road. The buildings are not currently designed to support second floors.

Potential Infill/Redevelopment: This property, which lies just north of the center of downtown Saint Albans, should be redeveloped in a way that maintains the historic streetscape with taller buildings close to the street. One concept would require a complete redesign of the site and the buildings and would create two multi-story mixed use buildings (122,400sf/each) and a large green space that connects to adjacent neighborhoods. Alternately, a simple infill project might create an additional 53,400sf of commercial or office space with frontage on Main Street.

Existing Conditions



Potential Redevelopment Project



Alternate Potential Infill Project



6. Agway

Zoning District(s): Service Industrial

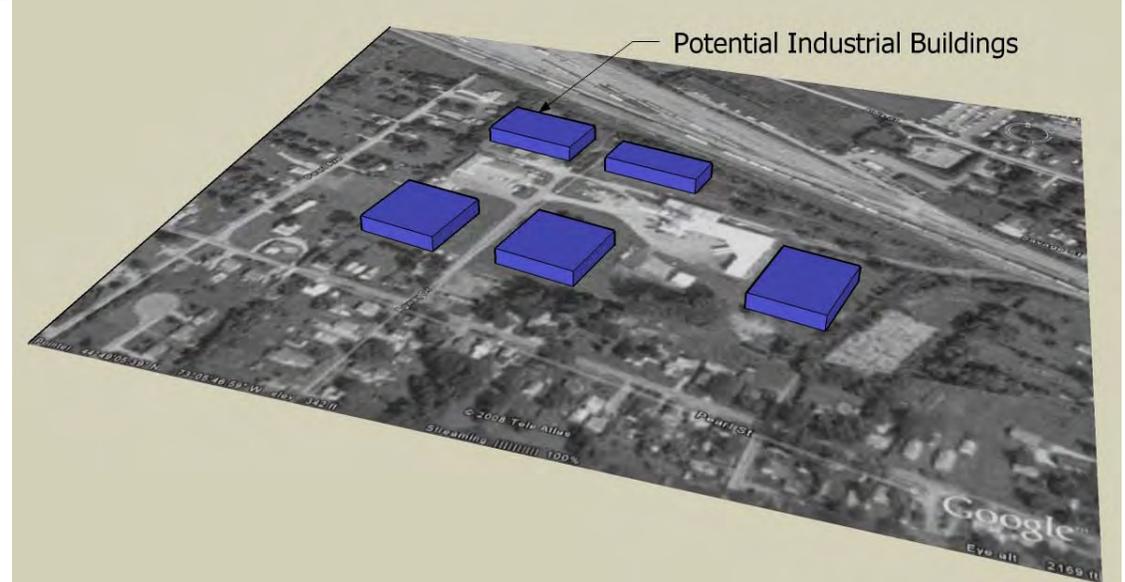
Existing Conditions: Currently this property has various buildings, including a warehouse and former Agway store, and several grain elevators.

Potential Infill/Redevelopment: This site could accommodate five new industrial buildings, each providing 25,000-40,000sf of space (this is the optimal size range identified by the Franklin County Industrial Development Corporation). The site is a desirable location for industrial development due to its accessibility by rail.

Existing Conditions



Potential Infill Project



7. Fonda Property

Zoning District(s): B2

Existing Conditions: This lot was previously used by a manufacturer for the production of paper plates and containers. It currently has a large, industrial building and several parking lots. The property is now owned by the City of Saint Albans and has been identified as a brownfield site due to inks and solvents that were used during manufacturing.

Potential Infill/Redevelopment: This site is subject to negotiation on development of a mixed-industrial/commercial development.

Existing Conditions



Potential Infill Project



8. Handy's Toyota.

Zoning District(s): B1

Existing Conditions: This lot is located in the heart of downtown Saint Albans overlooking Taylor Park. The site currently contains a car dealership and a significant area is dedicated to parking.

Potential Infill/Redevelopment: Redevelopment of this lot should better complement the historic downtown development in this area of the City. The lot could accommodate a large mixed-use building that includes retail and office space fronting to Main Street. The parcel also has frontage on Fairfield Street, which provide an opportunity to create retail space and housing that overlooks Taylor Park. Adequate parking for residents could be provided on-site while parking for employees would be provided off-site in municipal parking lots.

Existing Conditions



Potential Infill Project



9. Stebbins Street.

Zoning District(s): B1

Existing Conditions: Stebbins Street is an area of City of Saint Albans that has been identified as underdeveloped. The lot is a priority for redevelopment because it is adjacent to the new Willard Street Mill housing project which opened in 2007 and is along the proposed Federal Street corridor. The street includes a series of small commercial buildings and several single-family homes and an empty industrial building.

Potential Infill/Redevelopment: The existing vacant building on this property could be replaced by a building that creates approximately 19,000sf to accommodate additional affordable housing or commercial uses.

Existing Conditions



Potential Infill Project

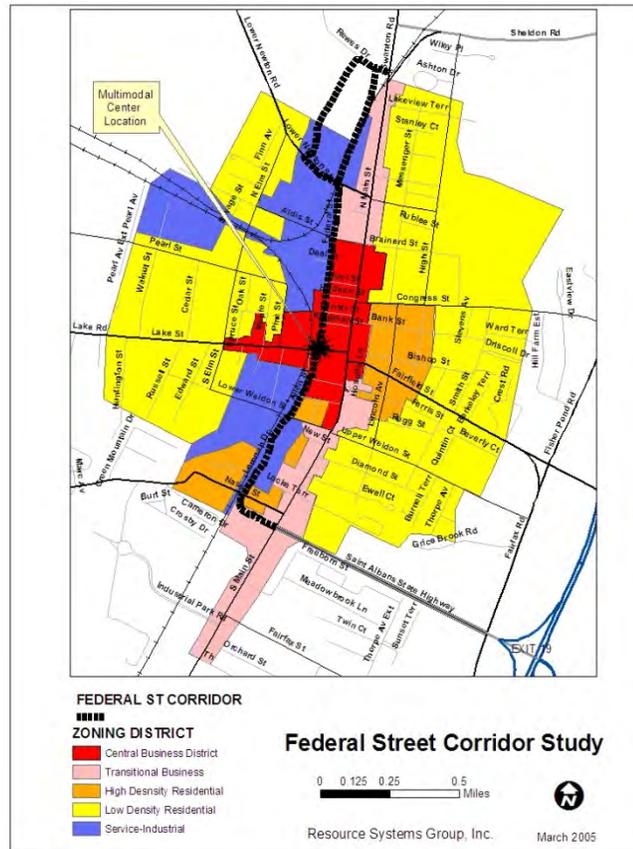


10. Federal Street Corridor

Zoning District(s): multiple

Existing Conditions: Federal Street runs through City of Saint Albans parallel to Main Street. In the southern portion of the City it runs adjacent to the railroad tracks. The street is lined with a number of abandoned and dilapidated buildings.

Potential Infill/Redevelopment: For more than a decade the City of Saint Albans has been pursuing plans to improve the Federal Street Corridor. The concept is to create a connection to the Interstate 89 access road south of the City and provide a bypass for truck traffic to get north of the City. The improvements made to the Federal Street corridor will create significant opportunity for redevelopment. Lots will have access to a road that can accommodate truck traffic and provides easy access to Interstate 89 at Exit 19 and Exit 20. The City has retained a project manager, solicited firms for design engineering, and intends to begin design and permitting in 2010.



APPENDIX 2

Strategy Excerpts from 2006 Market Analysis & Marketing Plan

6.0 Marketing and Implementation Strategy

The community input, merchant and customer survey, and the market analysis combine to provide important background information to formulate recommendations and strategies for the future success of downtown Saint Albans. This section presents the five strategies that should be the foundation of revitalization work in the downtown area over the next seven years. Each of the five strategies is defined by the findings of the analysis work, a goal for the future is presented, and within each of the five strategies short, medium and in certain cases, long term strategies are presented.

6.1 Fostering the Image: The Marketing Strategy

6.1.1 The Issues

- Downtown's initial focus should be on retaining customers from greater Saint Albans area. The market information presents compelling evidence that customers within the City of Saint Albans are more loyal to downtown shops than those in the Town of Saint Albans and in outlying areas. Further competition in other areas and a lack of focus from downtown on these areas could erode downtown's current strong market position.
- Saint Alban's primary trade area that includes downtown represents a major share of regional retail trade in the overall region. The primary trade area for Saint Albans represents about an 11% market share of the greater region including all of Chittenden County. Considering the strong retail presence in Chittenden, this is significant. Downtown should continue to capitalize on this position.
- Market share for downtown will erode as growth continues unless downtown shops continue providing exceptional service catering to the greater area. In the customer and merchant surveys, customer service was the clear differential between what downtown had to offer compared with other areas in the region. Personal attention and excellent service will continue to motivate shoppers to shop in any downtown location particularly one like Saint Albans where customer service is perceived to be already high.
- A clear and consistent message must be made to convey what makes downtown Saint Albans unique. Currently, Saint Albans does not have a clear marketing focus for downtown. The various brochures, publications, and ads for downtown each present a different image for the community. A clear message will help to define downtown, convey to customers what the community has to offer, and reinforce the strong sentiment that customers already feel toward the value of a strong downtown.

6.1.2 Goal

Downtown St. Albans is the center of a progressive community that embraces the natural environment that fuels its economy and its rich past, which has made it a unique downtown within the State of Vermont.

6.1.3 Action Strategies

Short Term – 2006

- *Adopt and implement a popular logo for downtown Saint Albans.* A popular logo for downtown should be used to create a “brand” for the community that makes a lasting impact on its customers. The brand should be used as often as possible and should reflect the market forces at work in a community.

For Saint Albans, the recommended logo design combines the important historical component of the fountain in Taylor Park with contemporary colors and fonts. The result is a “clean” modern look for the logo that also has strong ties to the history of the community. The green and blue colors symbolically link the water of Lake Champlain with the Green Mountains, which are shown in the background of the logo. The logo is shown both for a Citywide and a downtown focus. In certain applications, only the font itself can be used. These examples are shown in the figures to the right.

- *Apply the logo in a number of applications.* Once the logo is adopted it is important to begin using it and its variations in an entire host of different applications. SAFF itself should be the first to use a version of the logo which can then be extended to special events such as the Maple Festival or the Farmers Market. In each of the designs, certain color cues and the fonts remain the same while allowing for some flexibility of the design to accommodate the needs of the various groups and events. Over time, this type of brand use and re-use will reinforce the brand in the customers mind.
- *Develop marketing collateral utilizing logo.* The best applications of the logo will be when it is incorporated into designs for various collateral pieces such as the shopping and dining guide, a business directory, a business welcome packet, and a frequent dining card.
 - *Create shopping & dining guide.* This should incorporate the new logo and design in its 2006 print run. A sample of what this might look like is shown in the figure on the following page.
 - *Create business directory, welcome packet, and relocation guide for Saint Albans.*
 - *Develop Frequent Dining card* that can be used to promote special events and activities (not discounts) among the restaurants downtown. The restaurants in Saint Albans create quite a draw and can jointly market themselves to the public. The figure on the following page shows an example.



Figure 15: Saint Albans popular logo shown for the City, Downtown, and in simply the logo version.



Figure 16: Examples of how the brand can be extended without compromising the original design.



The map shows downtown Saint Albans, Vermont, with streets such as Deal St, Hoyt St, Hudson St, Center St, Kingman St, Church St, Bank St, Lincoln Ave, High St, Brainerd St, Congress St, Lake St, Stebbins St, Stowell St, S Main St, Bishop St, Fairfield St, Ferris St, and Lower Welden St. The map is overlaid with a green background containing text listing local businesses and services.

- A-1 Carpet & Linoleum**
104 Robin Hood Drive Suite # 1
Swanton VT, 05488
Fred & Nancy Fuller
802-524-1722
Large selection of carpet, vinyl, ceramic, orientals, braided rugs, hardwood and laminates. Professional installation and binding
- A-1 Rubber Stamp Shop & Engraving**
819 Bronson Rd.
St. Albans VT, 05478
Gene Lafountain
802-524-6380
Hand Stamps, Self-Inkers, Quality Pre-Ink, Nameplates, nameplates, Brass Plates, Plaques, Notary Seals, Stencils, Magnetic Ships
- Radio & Television**
ABC 22 WVMY
530 Shelburne Road
Burlington VT, 05401
Chris Ashby
(802) 840-2222 x.218
Local ABC Network affiliate
- Services**
Able/State Inc.
1736 Brownies Corner Road
Franklin, VT, 05457
Roger Corey
(802) 258-4770
Playground installations.
- Health Care**
Accurate Hearing Aid Center
229 Lake St.
St. Albans VT, 05478
John M. Adams
(802) 524-4933
Retail Sale of hearing aids. Free hearing Check-ups.
- Accommodations**
Across The Rocks Lodging, And Radiation Safety Consultants
Hozens Natch Road
Montgomery Center VT, 05471
Peggie Fagan

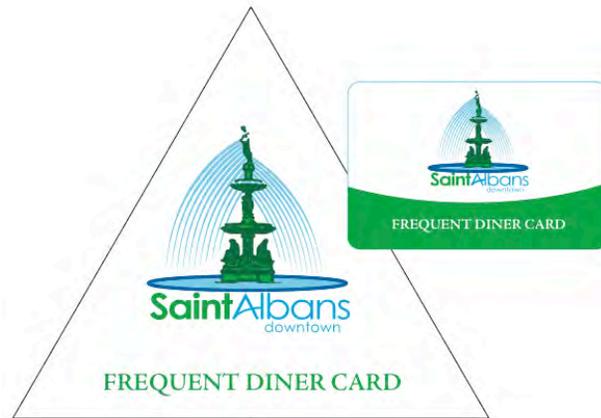


Figure 17: Examples of brochure design and frequent diner card for Saint Albans.

- *Focus initial marketing effort on Saint Albans City, Town, the secondary trade area, and local employees.* The market data shows that customers within the primary and secondary trade area represent over seven out of ten customers to downtown shops. These customers are the most loyal shoppers and those that can be the most easily cultivated to become more loyal. This is particularly true since the shopper loyalty drops significantly as we examine customer patterns in the City compared with the Town and surrounding area. A savvy marketing campaign geared toward these customers will be helpful in reinforcing their existing patterns and in some cases reacquainting them to what downtown has to offer. The figure on the following page shows examples of these ads that humorously play on the history of Saint Albans and its future. Examples of “co-op” ads with local businesses are also shown.
- *Create new SAFF website using brand.* The current SAFF website, while attractive, should be redesigned to accommodate the new brand. Additionally, the community should examine a single web portal that will offer visitors to Saint Albans a seamless experience to navigate through everything the City has to offer. This can be much more efficient than having a number of distinct web addresses.

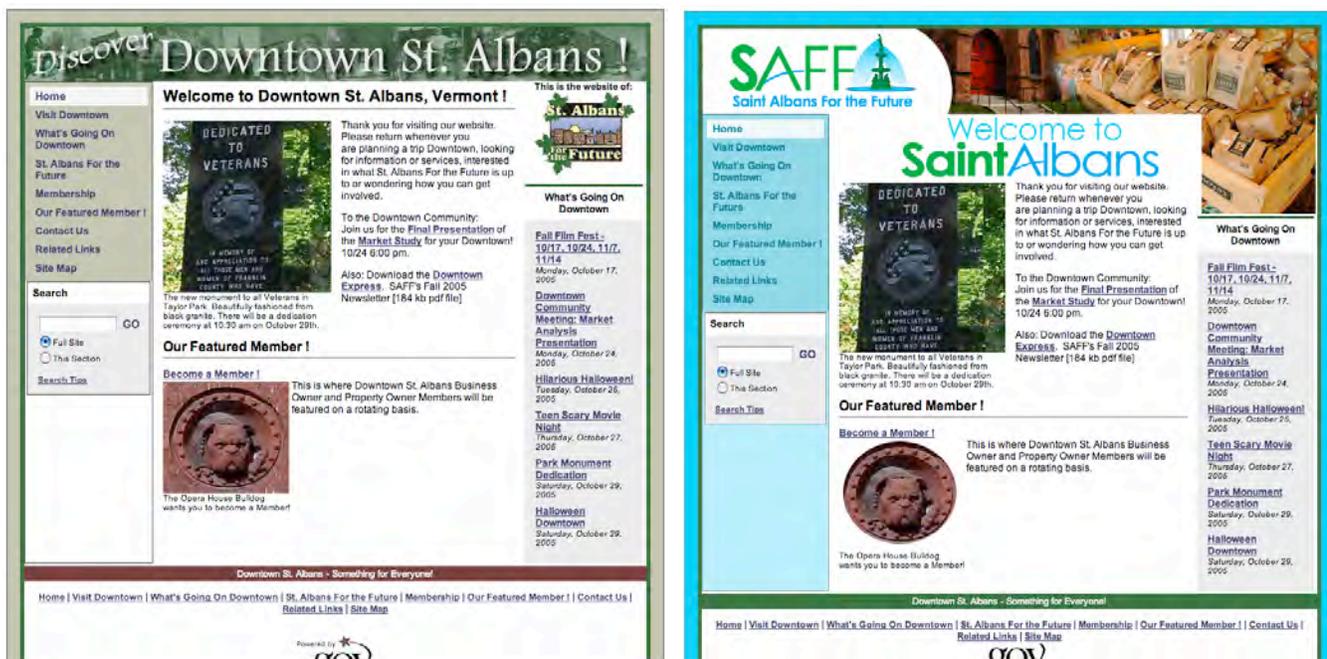


Figure 18: Example of SAFF website redesign.

- *Market all events.* Event marketing should also incorporate the brand for Saint Albans. This can allow the brand to extend to groups that might otherwise not be familiar with it.



How Now. *Downtown.*

Yes, we know our reputation as a "cow town" and we're proud. St. Albans is one of the leading dairy communities in the United States. What many folks don't know is that we are one of the best shopping downtowns around. With dozens of shops, great restaurants, special events in our city's "living room" Taylor Park, we offer something for the casual to the serious shopper. To get your own guide to downtown shopping get moooving to www.stalbansvt.info for a free guide.




Moo. *Shoe.*

We admit, everyone knows St. Albans as a dairy capital. In fact, we are still one of the leading dairy communities in the nation with the St. Albans Cooperative Creamery and Ben & Jerry's in our backyard. What you may not know is that our downtown is a shopping destination offering dozens of independent retailers including Kevin Smith Sports. Kevin and his staff will find that perfect shoe for whatever your sport. Kevin Smith Sports is but one of the dozens of shops and restaurants in downtown St. Albans each offering personal service and one-of-a-kind goods. For more information about downtown shopping visit www.stalbansvt.info.



Figure 19: Examples of marketing ads geared toward the primary and secondary trade areas for Downtown Saint Albans

Medium Term – 2007-2008

- *Extend marketing efforts to Burlington and north Chittenden County.* Once the brand has been launched locally, then it can be expanded further within the region. This will have to be done carefully since the Burlington/Chittenden market can be more costly and can have a more diluting effect on the marketing message. Frequently, communities decide that a very targeted campaign can be effective (perhaps targeting restaurants or special events). Frequently, these ads can be cooperatives with local businesses that were already marketing in these markets. An example for Chow Bella! is shown below. This ad promotes the farmers market and the restaurant both of which are attractions for Chittenden County residents.

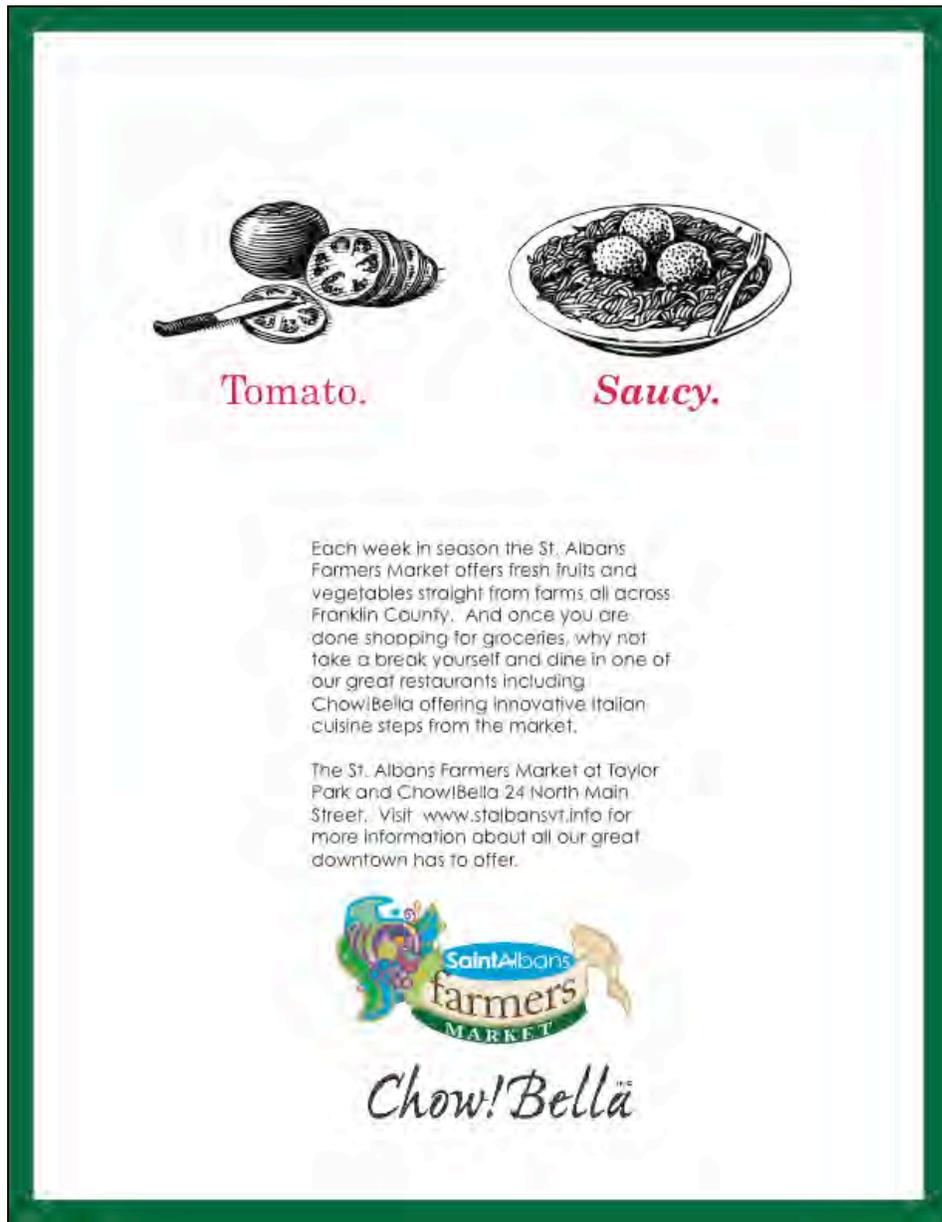


Figure 20: Concept co-op ad.



Figure 21: Taylor Park logo design



Figure 22: Example of gateway sign.

- Put new marketing materials at all rest areas and the State Department of Tourism. By 2007, Saint Albans can really begin marketing to a State wide audience by placing the shopping and dining guides at rest areas through the Vermont State Department of Tourism.
- Implement first phase of signage using the logo for Taylor Park. Up to this point, the Saint Albans brand has been used primarily in print material. By 2007 it will be important to begin using the logo and brand in public place signs such as Taylor Park.
- Apply brand to downtown gateway signage. Gateway signs can also be one of the early implementation steps for the new brand. The example in the figure to the left shows what a downtown gateway sign might look like. At the same time, Saint Albans should be asking the department of Transportation for brown historic downtown signs for the interstate exits that lead to downtown.
- Historic Walking Tour. Downtown has one of the most impressive collections of historic buildings. The brand can extend to a downtown walking tour perhaps in collaboration with the Museum.

Long Term – 2009-2012

- Implement wayfinding strategy using adopted brand. While the downtown gateway sign is an important step, Saint Albans needs a comprehensive wayfinding system to direct visitors from the Interstate into town, from downtown to parking, and once parked for pedestrians to reach the businesses. These systems can really add to the image of downtown and can help direct people from other shopping districts into the core of the community. Official downtown designation allows downtowns to use these special signs. The figure on the next page shows what this sign system would look like.
- Identify funding streams for the marketing strategy. While the initial phase of the marketing project can involve a “loose” collaborative of businesses, SAFF, the City, and other partners, once the effort moves into a tourism market base, the costs will increase. Some communities have formed marketing collaboratives to promote themselves in regional tourism markets while others have worked on an independent or Chamber of Commerce aligned Visitors Bureau. These options should be considered after about five years of the initial marketing campaign.
- Broaden marketing net to tourism markets and the lake community. The tourism market can be the most difficult to pinpoint. Penetrating the local market, getting marketing material in regional media, and having brochures in tourism racks are three excellent steps toward reaching a visitor market that by 2009 will already be three years in the making. By 2009, however, the community may want to directly market to visitors through ads in regional tourism publications and other techniques.



Figure 23: Wayfinding examples.

6.2 Growth Roadmap: The Master Development Plan

6.2.1 The Issues

- The region is experiencing population and income growth. In fact, income levels in the primary trade area for downtown Saint Albans do not lag significantly behind that of Chittenden County. The primary trade area is growing by three to four percent every five years.
- Downtown can accommodate some of this continued commercial growth. With residential growth in the area comes additional demand for consumer goods. Downtown can and must position itself to capture some of this growth even when other areas are growing as well.
- Specific opportunities include Lake Street, the parking lot behind Main Street, and a whole series of under or poorly utilized property throughout the downtown. In fact, these opportunities can become major areas for new construction investment in downtown to accommodate the growth coming to the region.
- In addition to new development sites, several existing buildings are still experiencing vacancies. These building owners can take advantage of the new incentives available to them to renovate.
- In order to stay competitive, downtown must grow with the region. Downtown Saint Albans can be a dynamic part of the community's growth.

6.2.2 Goal

Downtown St. Albans will continue to be a focal point of the community through the redevelopment of historic buildings, while also pursuing development of new projects that will complement the existing mix of residential, retail, and employment in the district.

6.2.3 Action Strategies

Short Term – 2006

- *Implement incentives for business development.* The recent designation of downtown Saint Albans under the 1998 Downtown Development Act has opened its buildings up for significant state tax credits. These credits vary depending on the type of building. Additional funds are available to update buildings and the threshold for act 250 housing units is moved for designated downtowns. All of these incentives are currently available to downtown businesses. In addition, the City should consider a temporary waiver or rebate of business license taxes for certain key businesses identified as being complementary to downtown. These would include food stores and specialty

groceries, apparel stores, furniture and home furnishings, book stores, drug and variety stores, radio, television and consumer electronics, hobby, toy and game shops, and restaurants.

- *Business recruitment focusing on market analysis.* These same businesses should be actively recruited by a partnership of SAFF, the Chamber of Commerce, and others. The data generated by this report can be used to help store owners develop a business plan to open a new business or help an existing business expand its product line. Many communities have created “ambassadors” to recruit expanding businesses that fit the mix for downtown into a community.
- *Begin to market redevelopment opportunities in downtown.* With the brand developed, SAFF should develop a comprehensive inventory of available buildings, sites, and spaces in downtown. This could be part of a business relocation guide to Saint Albans.
- *Obtain funding/issue RFP for physical Master Plan.* This plan has completed a significant portion of the background research that will form the foundation for an updated physical master plan for downtown. The existing plan, which has been in place for about twenty years, is largely complete. New challenges present a great opportunity to develop a new plan for downtown that will identify both public improvements as well as private investment opportunities.
- *Consider developing parking strategy focusing on balancing downtown employment with future growth.* Parking in downtowns is a frequent concern of businesses and shoppers. This proved true again when the customers indicated that they experience frustrations trying to park in downtown Saint Albans. More often than not, parking issues are based on the management of the parking resources rather than simply a lack of parking. A parking “summit” where shopkeepers, customers, and major parking users convene to discuss issues is a great way to tackle many parking issues. The community should be willing to experiment with a variety of techniques to alleviate parking frustrations and should not feel locked in to any one solution. Such a “summit” should happen at least once a year.
- *Business training opportunities through schools.* Local entrepreneurs run many of the businesses downtown. Offering training opportunities to local businesses to hone their skills could be an excellent service to downtown shopkeepers. Since a customer service focus is so paramount in downtown, training can be a way to refine the excellent skills that current shopkeepers already have.

Medium Term – 2007-2008

- *Complete physical Master Plan for downtown.* The physical master plan for downtown will be an excellent companion to this strategic plan. The physical plan will provide locations for future investments for both the public and private sector.



Figure 24: Business relocation guide

- *Issue RFPs for development of key sites.* Once the master plan is complete, the City of Saint Albans should explore issuing requests for proposals for redevelopments on key sites in the community. Frequently, these RFP's are done in cooperation with private property owners and contain parameters for what the City expects to see on the site along with some exchange in infrastructure provision to make sure the site develops in accordance with the plan. Private property owners are typically in favor of partnering on these RFP's because they can attract a higher quality investment that will yield greater returns on the property.
- *Host a "developers" roundtable.* The Master Plan will be the roadmap for the future physical development of downtown. Bringing regional developers into Saint Albans can allow the community to showcase their plans while soliciting input from experienced voices in the development community.
- *Aggressively pursue additional housing units.* Downtown housing is one of the fastest growing trends in the United States today. Saint Albans already has a wealth of downtown housing, excellent nearby neighborhoods, and the potential for even more. Future downtown housing should include a true mixture of market rate housing, workforce oriented housing, and a small selection of premium units that would attract retirees and young professionals.
- *Improve connection from Saint Albans to Lake.* Lake Street is an untapped resource for Saint Albans. There are many redevelopment opportunities along the street and the Town's plans for Saint Albans Bay create a visitor attraction that is a natural companion to downtown. No other single opportunity offers the City and Town the chance to cooperate on an important project for all of the area citizens.

Long Term – 2009-2012

- *Work with private developers and property owners on key sites.* A number of key sites will warrant particular study as the City and private developers work together on revitalizing downtown. Among those sites are:
 - The Handy Auto Dealership facing Taylor Park
 - Several sites along Lake Street
 - Potential long term redevelopment of the downtown shopping center
 - Several vacant and underutilized properties throughout downtown including many on railroad property
- *Physical Master Plan will identify additional goals & development opportunities.* The master plan will certainly identify additional sites that warrant more examination.

6.3 Heritage and Creative Economy: A Strategic Link

6.3.1 *The Issues*

- The Creative Economy movement in Vermont has taken hold with the 2004 publication of the Vermont Council on Culture and Innovation's report, *Advancing Vermont's Creative Economy*. In Saint Albans, a local group of leaders embraced this effort and ultimately partnered with SAFF to work on projects around the four premises of the report:
 - Support the growth of creative enterprises
 - Promote and document the roles that creativity, culture, and innovation play in Vermont's economic future
 - Invest in communities so they may build on their past while adapting for a vibrant future
 - Develop Vermont's creative economy through community-based planning and improved statewide collaboration
- One of the premises of the Creative Economy is to build the effort around a community's past. St. Albans is the center of one of the most important agricultural regions in the Vermont, which uniquely positions the community with a heritage that can have key ties to future creative economy efforts.
- The market analysis identified food items as one of the most significant opportunities for Saint Albans. In fact the community leaks over \$24 million in grocery store sales. Similarly, specialty food items have been identified in the retail shares analysis of having a need in the community.
- Restaurants and food retailers are already key anchors to downtown with the Rail City Market, the Farmers Market, As the Crow Flies, and numerous restaurants. These businesses are instrumental parts of the downtown market mix. This foundation provides a critical mass on which to build additional related businesses.
- The Farmer's Market itself has strong potential for future growth because of its central location and strategic role in linking the economic engine of Franklin County (agriculture) directly with consumers. Furthermore, Farmers Markets are receiving a national resurgence as people explore alternative ways to get quality food.

6.3.2 *Goal*

Downtown St. Albans is a community that embraces the creative economy using its heritage as a key to unlock its creative potential including agricultural and food related industries.

6.3.3 Action Strategies

Short Term – 2006

- *Complete creative economy application.* This application was approved in 2005 allowing Saint Albans to go through the creative economy process.
- *Identify an agriculture and food based strategy for art and retail.* The link between Saint Albans farm heritage and art, retail, and other creative economy based ventures should be explored in greater detail.
- *Create downtown retail opportunities profiling regional products.* The existing stores downtown can reinforce the local and regional products that they feature. This is particularly true of the farmers market and food related retailers.
- *Build events around food themes.* The warm weather season presents great opportunities for regular events associated with the Farmers Market. These events should be small in nature and can focus on food related themes to drive customers to downtown. Whether it is a cooking demonstration, a wine tasting, or some other related event, it will link the activity of the Farmers Market with the shops downtown and the economic gap that is currently not being filled in Saint Albans.
- *Incorporate into the Maple Festival local foods & food products.* The Maple Festival has been the premier local event in Saint Albans for many years. There is a significant opportunity to focus on local foods and food products as a component of this festival. Downtown merchants can help promote this as an adjunct to the current event.
- *Market downtown food related retail.* As mentioned before, a marketing strategy that profiles what is already available downtown can be beneficial to jump start this effort. The examples in the figure on the following page show how this can be done consistent with the downtown brand.

Medium Term – 2007-2008

- *Events calendar.* Saint Albans should coordinate a communitywide calendar of events starting in 2007. This could be mailed to local residents or could be an online interactive calendar. This will take coordinating among several key partners for success.
- *Build pavilion for farmers market for more permanent home.* Over time, the farmers market, currently an open air facility, could expand to adjacent sites and include a more permanent “pavilion” or enclosed space for certain food related uses. This is likely to be a component of the Physical Master Plan identified in the prior strategy for downtown.
- *Develop the Saint Albans food emporium.* With such significant leakage in food related items, downtown Saint Albans should explore additional downtown specialty food stores. This may be an expansion of an existing store or an additional store.



A Green Grocer that will Tickle You Pink

Each week in season the St. Albans Farmers Market offers fresh fruits and vegetables straight from farms all across Franklin County. And once you are done shopping for groceries, why not take a break yourself and dine in one of our great restaurants including Chow!Bella offering innovative Italian cuisine steps from the market.

The St. Albans Farmers Market at Taylor Park and Chow!Bella 24 North Main Street. Visit www.stalbansvt.info for more information about all our great downtown has to offer.



Sugar & Spice.

If you are a cook, As the Crow Flies is one of the must see places in downtown St. Albans. Whether it is that hard to find kitchen gadget, or some of Vermont's best foods, As the Crow Flies offers something for the gourmet and the casual cook. But it is just one of the great shops in downtown St. Albans. For more information on everything downtown St. Albans has to offer visit www.stalbansvt.info for a free guide.



Figure 25: Examples of food related marketing that can be launched in 2006.

6.4 Taylor Park: The Centerpiece of Downtown

6.4.1 The Issues

- Taylor Park is organizing element of downtown. From the churches, courthouse, and museum on one end, to the commercial establishments on the other, Taylor Park is truly the centerpiece of downtown.
- Historically, Taylor Park has been the “heart and soul” of Saint Albans. Nearly all of the significant citizen gatherings for Saint Albans have happened in Taylor Park for well over a century. This is truly the “living room” for Saint Albans area residents.
- While there is a lot of affection for Taylor Park, it has been underutilized and underappreciated in recent times and it doesn’t serve as such a significant center of activity for all residents. It has lost its role as a “showplace” for the community.
- This sentiment for the current state of the park has led to a change of fortune. In recent months, citizen groups have been diligently working to improve the park in an effort to have it reclaim its historic prominence in the community.

6.4.2 Goal

Taylor Park will reclaim its symbolic and functional role as St. Albans’ “living room.” It will be a place for all of St. Albans, a place of celebration, the showplace of downtown and the community gathering place



6.4.3 Action Strategies

Short Term – 2006

- *Host a Taylor Park visioning workshop.* This workshop was held in November 2005 and it produced a series of implementation recommendations for short and long term improvements. The results of the workshop should be shared with City Council.
- *Master Gardeners develop horticultural options to preserve and enhance the landscape.* This would include pruning the low branches so you can see through the park and take down the bad trees that will ultimate detract from the park and potentially cause damage.
- *Hold monthly events in the park.* This effort should be driven by SAFF promotional committee and done in partnership with the Farmers Market as indicated in the recommendation above. These events will create more interest in the park.
- *Involve students in projects including clean up.* Many students use Taylor Park. By giving them a stake in its improvements, they too will be stewards of the revitalization of the park.

- *Establish an advisory and coordination organization or group to make recommendations on management and oversight of the park.* This group should be an active group of volunteers that would partner with the City, SAFF, veterans and other groups to ensure that the park has continued maintenance and improvement.
- *Publicize changes to the park.* The volunteer committee could sponsor a regular article in the paper.

Medium Term – 2007-2008

- *Complete a round of physical improvements to the park* that would include: Removing the fence, which is a safety hazard, installing better trash receptacles as well as recycling receptacles, installing festive banners on poles surrounding the park, and working with Veterans groups to put flags around the monuments.
- *Create a park master plan.* This plan could be part of the downtown master plan or a separate undertaking. Either way, the plan should address the following:
 - Installing electricity throughout the park
 - Temporary staging for events
 - Public restroom locations
 - Creating an events area
 - Repositioning monuments
 - Creating amenities for kids
 - Creating multi-generational amenities
 - Optimum use/location of the band shell
 - More and alternative types of seating.
- *Do a definitive history on the park and use for park interpretation.* This could be an excellent collaborative effort between young people and seniors to compile an official and anecdotal history of the park.

Long Term – 2009-2012

Each of these long term recommendations came from the visioning workshop held in November.

- *Restore the fountain.*
- *Information kiosks at north and south ends of park.* This could be done as part of the overall wayfinding plan for Saint Albans.
- *Install more lights such as lighting at the central garden.*
- *Installing a clock in the central garden.*
- *Redesigning the reflecting pool for use by kids.* Many communities have “play fountains” for kids. This could be an excellent family summertime activity for the park.

6.5 SAFF and Its Partners: The Organizers for Success

6.5.1 The Issues

- Many groups are actively working to improve downtown although they sometimes have different priorities at different times. Being able to rely on a number of groups is important to the success of any community initiative.
- These groups need to come together around a common vision. This document attempts to formulate a vision for the future of downtown that focuses on five key strategies. Each group can play an active role in implementing this plan.
- SAFF has engaged these groups and general citizenry through this process. With nearly fifty interviews, several public forums, participation by many downtown businesses, and survey work of over 400 citizens, this process has included the community in a discussion of downtown's future.
- The Chamber of Commerce is an active participant in marketing Saint Albans and Franklin County to the world. It is also an ombudsman to the business community and a valuable partner in the effort.
- While the political organization of Vermont communities can result in friction between the desires of a Town and a City, the need for cooperation between the City and Town of Saint Albans is obvious. The relationship is "symbiotic" and to many residents no regular distinction exists between the two.
- Now have a full-time downtown manager. This is one of the most important steps that the City and SAFF have taken to ensure continuity of the revitalization effort for downtown.

6.5.2 Goal

With SAFF as the steward of downtown, it engages a host of partners in coming together working toward the common goal of preserving downtown Saint Albans' place as the heart of regional economy

6.5.3 Action Strategies

Short Term – 2006

- *Host Leadership Roundtable.* This event was first held in the fall of 2005. About every four months, the community should hold another Summit or Roundtable meeting hosted by SAFF that would involve representatives from the Chamber, the City, the Taylor Park stewards, merchants, Franklin County Industrial Development Corporation, the Town, and Northwest Regional Planning. This roundtable should review the strategy board for downtown and report on progress on efforts.

- *Have each implementing organization officially endorse strategic plan and respective tasks.* Each of the partner organizations above should formally endorse this plan as a strategic document guiding the future of downtown while acknowledging its role as a partner in the effort.
- *Build a communication strategy.* Any successful plan should have a communication strategy that would share progress with the partner group

Medium Term – 2007-2008

- *Explore Capital Campaign.* Additional funding needs for SAFF and its partners will come to light as the plan develops. One opportunity might be to conduct a capital campaign for additional downtown improvements. The SAFF board should explore this option.
- *Consider Business Improvement District.* An alternative funding technique allowed in Vermont is a Special Assessment District for downtown that can fund both operational and capital improvements to the community. This option should also be examined in the mid-term time frame.

Long Term – 2009-2012

- *Tax Increment Financing.* Vermont does allow tax increment financing as a tool to explore infrastructure provision in revitalization areas. Tax Increment Financing takes the additional revenues generated by an investment and uses those revenues to fund a bond for physical improvements to the public infrastructure. It has been used in many states including Vermont to ensure that new developments “pays its own way” for improvements. Tax Increment Financing does not increase taxes but rather uses the increased value of a property to fund improvements. This technique may be a valuable resource for Saint Albans in the long term as new development takes place downtown.

6.6 The Strategy Board

6.6.1 Projects and Initiatives

The attached “Strategy Board” summarizes all of the projects and recommendations included in this report. The board is intended to be used as working document for benchmarking and ongoing evaluation of the implementation process. Each recommendation that is presented in brief on the strategy board is supported in this report documentation.

6.6.2 Strategies and Visions

Each of the plan strategies and visions are outlined in the strategy board. It is important to remember the ultimate marketing and development strategies that each project supports. Each of these strategies is linked with one another, but failure to achieve one goal does not negate the ability to achieve others.

6.6.3 Responsibilities

The strategy board presents the partner organizations. SAFF should foster an ongoing discussion with various partners to see which responsibilities each will take the lead on. Each partner is color-coded and can be identified next to each strategy. While an agency may be assigned lead role for implementation, each of these projects should be pursued through partnerships. As the plan progresses, these responsibilities should be reevaluated to determine where roles should change or shift.

6.6.4 Time Frames

The projects are divided into three time frames. The first series of projects are demonstration projects that should begin immediately. For the most part, these are simple projects that will be highly visible, have significant impact and should be completed within the first two years after the plan is adopted. The second set of projects is labeled “mid term” or next step projects. Some of these are more advanced projects while others are continuations of projects that began during the demonstration period. The next step projects should be completed within the following three years. The final series of projects are long-term or plan completion projects. Many of the projects begun in the next steps phase will not be completed until after the 2009 deadline. Over time this category will continue to fill as priorities evolve.

The strategy board and its recommendations represent a “living document”. As time goes by and implementation proceeds, some priorities will shift while other ones will arise. The implementation strategy board should be evaluated periodically, no less than annually. This evaluation process will allow for finished tasks to be indicated on the board, for responsibilities to be shifted between parties, and for time frames to be adjusted for individual projects.

6.6.5 Conclusion

This report is the product of an unprecedented effort on the part of the Saint Albans for the Future, the City of Saint Albans, and the partner organizations to engage the community in an effort to examine the future success of the downtown. It is only through this continued spirit of partnership that the plan can be successful.

APPENDIX 3

City of Saint Albans 2009-2015 Capital Improvements Program
Approved on February 8, 2010

2009-2015 Capital Improvements Program



City of Saint Albans, Vermont

Adopted by Saint Albans City Council on February 8, 2010



City of Saint Albans, Vermont

Honorable Martin Manahan, Mayor

City Council

Scott Corrigan
Timothy Gaudette
Jeff Laroe
Joseph Luneau
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Planning Commission

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Peg Strait, Director of Finance & Administration
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Executive Summary

The City of Saint Albans Capital Improvements Program (CIP) is a principal tool used to effectively plan for capital projects in statutory accordance with the Municipal Plan. The goals of the CIP are to establish a system of procedures and priorities by which to evaluate and prepare for future public improvements projects, which involve constructing, maintaining, upgrading, and replacing the City's physical infrastructure necessary for continuing municipal operations and services.

Infrastructure and facility projects are included based on maintenance and construction needs. Equipment purchases are included based upon established depreciation schedules and replacement needs. Projects are required to have a complete funding schedule to be placed in either the Next-Fiscal-Year Budget or Future-Five-Year Program. Projects funded by non-municipal sources are evaluated based on community needs and requirements of the identified intergovernmental funding source(s). Projects to be funded from General Fund revenues are evaluated based on community needs, adherence to the Municipal Plan, ability to meet or maintain municipal services, and other factors.

Policy & Development Procedures

Introduction

The City of Saint Albans Capital Improvements Program (CIP) is the proposed schedule of public projects and improvements to be built or purchased by City government over the next six (6) years. It is the community's plan for capital expenditures and is one of the most important responsibilities of local government officials because it coordinates community planning, financial capacity and physical development.

The CIP is a key and effective tool used to implement the 2006 City's Municipal Plan and has the following benefits:

- Facilitates coordination between capital needs and the operating budgets.
- Enhances the community's credit rating, control of its tax rate, and avoids sudden changes in its debt service requirements.
- Identifies the most economical means of financing capital projects.
- Increases opportunities for obtaining State or federal aid.
- Relates public improvements and equipment to other public and private development and redevelopment policies and plans.
- Focuses attention on community objectives and fiscal capacity.
- Keeps the public informed about future needs and projects.

The CIP is also intended to be a budget and planning management tool for maximizing use of taxpayers' dollars, encouraging more efficient municipal administration, aid in preparing intergovernmental grant requests, and maintenance of a sound municipal financial program.

Authority

Authority for preparing a Capital Improvements Program is found in the Vermont Municipal and Regional Planning and Development Act (24 V.S.A. § 4403 and § 4443), which states the following:

§ 4403. Nonregulatory implementation tools

A municipality may utilize the following tools, and other tools not specifically listed, in conformance with the municipal plan and for the purposes established in section 4302 of this title, alone or in conjunction with regulatory tools described in section 4402 of this title.

(1) Capital budget and program. A municipality may adopt a capital budget and five-year program, pursuant to section 4430 of this title.

§ 4443. Adoption, amendment, or repeal of capital budget and program (Excerpt)

(a) Notwithstanding any other provision of this chapter, a capital budget and program may be adopted, amended, or repealed by the legislative body of a municipality following one or more public hearings, upon public notice, if a utility and facilities plan as described in subdivision

4382(a)(4) of this title has been adopted by the legislative body in accordance with sections 4384 and 4385 of this title...

The 2006 Municipal Plan was adopted by the Saint Albans City Council on September 27, 2006. Within this document, a Utility and Facility Plan (Section 4) identifies existing community facilities and public utilities and establishes goals, policies, and objectives. As the Utility and Facilities Plan meets the requirements of 24 V.S.A. § 4382(a)(4), the City of Saint Albans has legal authority to prepare and adopt a Capital Improvements Program.

Program Structure

The structure for a capital improvement budget and program is established by the Act 24 V.S.A. § 4430 as presented below:

§ 4430(a). Capital budget and program (Excerpt)

(a) A capital budget shall list and describe the capital projects to be undertaken during the coming fiscal year, the estimated cost of those projects, and the proposed method of financing. A capital program is a plan of capital projects proposed to be undertaken during each of the following five years, the estimated cost of those projects, and the proposed method of financing...

In compliance with this statutory requirement, the City of Saint Albans Capital Improvements Program is composed of two parts -- a Capital Budget and a Capital Program. The Capital Budget is the Fiscal Year 2009-2010 spending plan for capital items (tangible assets or projects that have a minimum cost and useful life). The Capital Program is a projection for capital expenditures that extends into the forthcoming five (5) fiscal years -- 2011 through 2015 -- beyond the Fiscal Year 2009-2010 Capital Budget.

To execute preparation of the CIP, the City Administration has formed a committee comprised of the City Manager, City Business Manager, and City Planner. The CIP Committee has solicited, reviewed, and made recommendations on projects for the capital budget and program. The City Manager has presented the proposed annual Capital Improvements Program to the Saint Albans City Council, who maintains legal responsibility for review and approval.

Definitions

Section 4430 also establishes a definition for a capital project:

§ 4430(a). Capital budget and program (Excerpt)

A capital project is any one or more of the following:

(1) Any physical betterment or improvement, including furnishings, machinery, apparatus, or equipment for that physical betterment or improvement when first constructed or acquired.

(2) Any preliminary studies and surveys relating to any physical betterment or improvement.

(3) Land or rights in land.

(4) Any combination of subdivisions (1), (2), and (3) of this subsection.

In addition to the above statutory definition, the City has defined a Capital Project as a project that helps maintain or improve a City asset under one of three categories: facilities, equipment, or infrastructure. To qualify for the CIP, a project must meet ONE of the following criteria:

1. The project is a new construction, expansion, rehabilitation, or replacement project for a public facility or infrastructure system with a cost of \$10,000 or more and an economic life of at least 10 years.
2. The project is a purchase of equipment costing \$20,000 or more with a useful life of at least 5 years.
3. Acquisition of real property intended or planned for a current or future public use.

Project costs can include the cost of land, engineering, design, and contract services needed to complete the project. In addition, projects must meet ALL of the following criteria to qualify:

4. The project shall be generally consistent with goals of the City of Saint Albans Municipal Plan, and specifically consistent (as applicable) with goals, policies, or objectives found in Section 4 – Utility & Facility Plan.
5. Project revenues and expenditures shall be clearly identified and balanced, the latter word meaning that revenue equals project expenditures.
6. The project shall have an identifiable schedule that includes a beginning, intervening milestone(s), and an end.

The CIP may contain several projects that are similar in nature via a “primary-secondary” relationship. For example, projects to replace or upgrade streets often occur at several different locations throughout the City. “Streets” is the “primary” project, with individual “secondary” projects dedicated to each specific location where a street project will be performed. The primary project description includes a description of each of the secondary projects related to it. The primary project serves as the budgetary control device within the CIP. As approved, the City Manager has the authority to move CIP funding from one secondary project to another secondary project, as long as the overall primary project budget does not change. This approach allows for greater flexibility and efficiency when programming multiple projects of the same type.

To be legal, capital projects must include the following items by statute:

§ 4430. Capital budget and program (Excerpt)

(b) The capital budget and program shall be arranged to indicate the order of priority of each capital project and to state for each project all the following:

(1) A description of the proposed project and the estimated total cost of the project.

(2) The proposed method of financing, indicating the amount proposed to be financed by direct budgetary appropriation or duly established reserve funds; the amount, if any, estimated to be received from the federal or state governments; the amount, if any, to be financed by impact fees; and the amount to be financed by the issuance of obligations, showing the proposed type or types of obligations, together with the period of probable usefulness for which they are proposed to be issued.

(3) An estimate of the effect, if any, upon operating costs of the municipality.

(c) The planning commission may submit recommendations annually to the legislative body for the capital budget and program, that shall be in conformance with the municipal plan.

Projects are submitted with a rating indicating their need. The ratings are defined as follows:

- Urgent – meaning the project is imperative and requiring immediate action or attention.
- Critical – meaning the project is indispensable and essential to operation, at or past useful life.
- Important – meaning the project is significant and needing consideration, approaching useful life.
- Desirable – meaning the project has merit and value for consideration.

In review, projects are prioritized using a 2-stage ranking system. The first stage is a tier categorization based upon the supplied and confirmed project rating:

- I. Urgent projects needed to protect or preserve public health, welfare or safety.
- II. Critical Projects
 1. Critical projects or purchases rehabilitating all or a portion of existing facilities or infrastructure systems, or replacing existing equipment, previously committed and with funding installments present.
 2. Critical projects or purchases rehabilitating all or a portion of existing facilities or infrastructure systems, or replacing existing equipment, for which funding is available.
 3. Critical projects for new facilities and infrastructure systems, or new equipment purchases, for which funding is available.

III. Important Projects

1. Important projects or purchases rehabilitating all or a portion of existing facilities or infrastructure systems, or replacing existing equipment, previously committed and with funding installments present.
2. Important projects or purchases rehabilitating all or a portion of existing facilities or infrastructure systems, or replacing existing equipment, for which funding is available.
3. Important projects for new facilities and infrastructure systems, or new equipment purchases, for which funding is available.

IV. Desirable projects or purchases for which funding is available

Projects classified in tiers I-II are proposed for inclusion in the next fiscal year's Capital Budget as funding is available, or placed in the Capital Program. Projects classified in tiers II or III are referred for inclusion in the Capital Program. Projects classified in Tier IV may be placed in the Capital Program or considered "on hold" pending further analysis and review. Information considered when determining which category a project should be placed includes but is not limited to:

- Public health, welfare, and safety concerns.
- Previous approval by City Council.
- Part of an ongoing maintenance plan or the next step in a project already in process.
- Estimated cost.
- Cost savings or revenue that will be generated by the project.
- Grant funds available or possibility of grant funds.
- The condition of the current facility, infrastructure or equipment item.
- Municipal reports and studies.
- Level to which the project addresses local and State sustainability standards.
- Overall value of the project.

The second stage is an evaluation of projects in each category relative to each other on a point system tied to conformity with the 2006 City of Saint Albans Municipal Plan.

Preparation Process

A Capital Improvements Program Committee facilitates the preparation of the annual CIP. This Committee is organized by the City Council or City Manager and is responsible for execution of the following steps:

1. Determine Status of Previously Approved Projects

The first task of the CIP Committee is to identify projects underway, determine whether additional funds are required, and determine the amount of unspent funds available from completed and discontinued projects.

2. **Assess Financial Capacity**

The CIP Committee shall examine recent and anticipated trends in revenues, expenditures, debt and unfunded liabilities such as pension costs. This financial analysis will permit the scheduling of funding sources to:

- Keep the tax rate stable.
- Balance debt service and operating expenditures.
- Determine available debt capacity and acceptable debt service levels.
- Maximize intergovernmental aid for capital expenditures.

3. **Solicit, Compile and Evaluate Project Requests**

The CIP Committee solicits departmental recommendations for projects. Each department submits requests which include a clear statement of the need and justification for the project, its costs and funding source(s), and an implementation schedule. The Committee then conducts an initial screening of each request to ensure it meets the minimum qualifications.

4. **Establish Project Priority**

The proposed projects are prioritized according to the two-stage process previously identified. This prioritization ranks each project in relation to other projects to determine their relative importance. From this task the CIP Committee establishes project priorities based on both the community's goals and objective analysis.

5. **Financing Plan Development**

Based upon the adopted policies and assessment of financial capacity, the CIP Committee should recommend the method of financing each project. Financing options include but are not limited to the following:

Long-Term Financing:

- Bonds or notes including general obligation or revenue bonds.
- State and federal loans and grants.
- Capital Reserve Funds.
- Tax Increment Financing,

Short-Term Financing and other Service Provision options:

- Appropriation of General Fund revenue or reserves.
- Revenue anticipation notes.
- Capital outlay expenditures.
- Lease-Purchase agreements.

Adoption

Adoption of a Capital Budget and Program is governed by the relevant statutory requirements presented below:

§ 4443. Adoption, amendment, or repeal of capital budget and program

(a) Notwithstanding any other provision of this chapter, a capital budget and program may be adopted, amended, or repealed by the legislative body of a municipality following one or more public hearings, upon public notice, if a utility and facilities plan as described in subdivision 4382(a)(4) of this title has been adopted by the legislative body in accordance with sections 4384 and 4385 of this title. A copy of the proposed capital budget and program shall be filed at least 15 days prior to the final public hearing with the clerk of the municipality and the secretary of the planning commission. The planning commission may submit a report on the proposal to the legislative body prior to the public hearing.

(b) The capital budget and program, or its amendment or repeal, shall be adopted or rejected by an act of the legislative body of a municipality promptly after the final public hearing held under subsection (a) of this section.

The draft Capital Budget and Program is presented to the City of Saint Albans Planning Commission for review and determination of consistency with the City of Saint Albans Municipal Plan.

Following action by the Planning Commission, the Capital Improvements Program is presented by the City Manager to the Saint Albans City Council for review, discussion, and conduct of the statute-required public hearing. After conducting the hearing, the City Council is required to take action to approve or disapprove the proposed CIP. In the event of disapproval, the CIP Committee will reconvene to modify the proposed CIP accordingly and re-present the draft to the City Council for action.

Amendments

The approved CIP is an instrument of the Saint Albans City Council, and as such the City Council reserves the authority to amend the document at any time outside of the annual update process. Such amendments may be necessary from time to time to address changes in projects or funding sources, an emergency or critical need, or any other reason as determined appropriate by the City Council. Any amendments proposed to the CIP shall be subject to a formal review and adoption process as identified in this policy.

Monitoring

Once the Annual Town Meeting has adopted the Capital Budget and the fiscal year begins, departments are authorized to begin project implementation. The City Council, through its CIP Committee, monitors the efforts of the departments. Periodic reports by the CIP Committee to the City Council indicate changes in the targeted completion dates, identify serious problems, and document the financial status of each project.

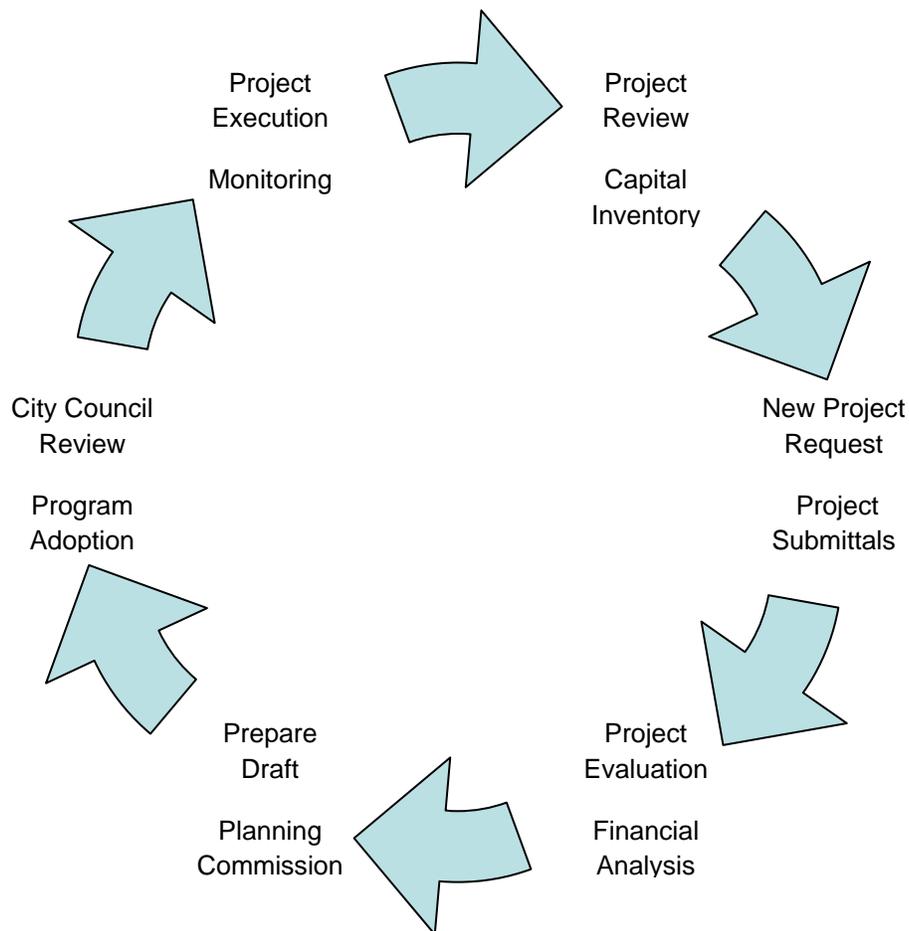
Annual Update

Subsequent updating of the Capital Budget Program is undertaken on an annual basis by re-engaging the Preparation Process to reflect new information, policies and proposed projects. The CIP Committee reviews and revises the entire program as necessary to reflect its most recent determination of the need for equipment, maintenance of equipment, the City's social and environmental conditions, the

development or revision of financial policies, and financial resources.

In each update, the first year in the Capital Program shall become the next year Capital Budget, a new “fifth” year shall be added to the Capital Program, and the remainder of the plan updated as reflected above. Unless a new urgent project or re-prioritized critical project alters the previous financing plan, all projects shall adjust accordingly within their Budget or Plan assignment.

CITY OF SAINT ALBANS CAPITAL IMPROVEMENTS PROGRAM PROCESS



2009-2010 Capital Budget

Proposed 2009-2010 Capital Budget

The proposed capital projects for Fiscal Year 2009-2010 are shown in the following page.

City of St. Albans, Vermont

Capital Improvement Plan

Data in Year '09/'10

PROJECTS BY YEAR

Project Name	Department	Project #	Priority	Project Cost
'09/'10				
Engine 1 Debt Service	Fire Department	<i>Fire -E-1</i>	1	25,000
Future Apparatus Purchase	Fire Department	<i>Fire-E-4</i>	3	20,000
Administrative Vehicle	Police Department	<i>PD-E-6</i>	3	11,000
Street Improvement Program	Public Works	<i>PW-I-1</i>	2	75,000
Federal Street Reconstruction	Public Works	<i>PW-I-3</i>	3	20,000
Downtown Streetscape	Public Works	<i>PW-I-4</i>	3	100,000
Recreation Service Vehicle	Recreation	<i>REC-E-1</i>	2	0
Tennis Court Rehabilitation Program	Recreation	<i>REC-I-1</i>	2	6,000
Total for '09/'10				257,000
GRAND TOTAL				257,000

2010-2015 Capital Plan

Proposed 2010-2015 Capital Plan

The costs of proposed capital improvements spanning fiscal years 2010-2011 through 2014-2015 are presented in the following pages. The totals are presented in summary form as follows:

- A master list of annual project totals by funding source;
- Individual fiscal year project totals;
- Detailed list of projects by fiscal year and category;
- Detailed list of projects by fiscal year and department; and
- Detailed list of projects by fiscal year and funding source.

City of St. Albans, Vermont

Capital Improvement Plan

'09/'10 thru '13/'14

FUNDING SOURCE SUMMARY

Source	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Reserves		40,000				40,000
Debt Payment, General Fund		16,110	16,110	16,110	16,109	64,439
Debt Payment, Wastewater Fund		9,520	9,520	9,520	9,520	38,080
Debt Payment, Water Fund		9,520	9,520	9,520	9,520	38,080
Federal Aid		5,700,000	400,000	400,000	400,000	6,900,000
Federal Aid Reserve		2,000,000				2,000,000
Federal Grants		475,000				475,000
Fund Raising Events					833	833
General Fund	121,200	307,328	339,471	383,488	372,523	1,524,010
Grant Funds		6,000				6,000
Other Grants	15,800		2,000	44,000		61,800
Other Revenue	10,000	415,000	5,500	2,500	500	433,500
State Grants	36,000	1,562,000	250,000	250,000	270,000	2,368,000
Tax Increment Financing (TIF)			2,150,000	350,000	350,000	2,850,000
Town of St. Albans		2,166			833	2,999
Wastewater Fund	50,000	100,499	84,667	80,334	92,975	408,475
Water Fund	30,000	49,667	553,833	51,100	52,075	736,675
GRAND TOTAL	263,000	10,692,810	3,820,621	1,596,572	1,574,888	17,947,891

City of St. Albans, Vermont

Capital Improvement Plan

Data in Year '10/'11

PROJECTS BY YEAR

Project Name	Department	Project #	Priority	Project Cost
'10/'11				
Engine 1 Debt Service	Fire Department	<i>Fire -E-1</i>	1	24,990
Quint	Fire Department	<i>Fire-E-2</i>	2	475,000
Future Apparatus Purchase	Fire Department	<i>Fire-E-4</i>	3	50,000
Phone System	Fire Department	<i>Fire-E-5</i>	2	1,667
Building Inspection Vehicle	Fire Department	<i>Fire-E-6</i>	4	0
Streetscape Design	Planning and Development	<i>CEDO-I-1</i>	2	50,000
Professional Services, Downtown Core	Planning and Development	<i>CEDO-I-2</i>	2	25,000
Federal Street Project Management	Planning and Development	<i>CEDO-I-3</i>	2	20,000
Marked Cars	Police Department	<i>PD-E-1</i>	2	70,000
Single Axle Truck	Public Works	<i>PW-E-1</i>	2	154,464
Public Works Pickup Trucks	Public Works	<i>PW-E-3</i>	2	12,500
Bucket Truck	Public Works	<i>PW-E-9</i>	3	31,030
Street Improvement Program	Public Works	<i>PW-I-1</i>	2	65,000
Parking Lot Program	Public Works	<i>PW-I-2</i>	2	51,803
Federal Street Reconstruction	Public Works	<i>PW-I-3</i>	3	400,000
Downtown Streetscape	Public Works	<i>PW-I-4</i>	3	1,000,000
At-grade Infrastructure Assessment	Public Works	<i>PW-I-5</i>	2	30,000
North Elm Street Rail Grade Crossing	Public Works	<i>PW-I-6</i>	2	953,000
Downtown Intersection Signalization	Public Works	<i>PW-I-7</i>	3	359,000
Taylor Park Improvement Program	Public Works	<i>PW-I-8</i>	3	3,000
Water System Evaluation and Mapping	Public Works	<i>W-I-1</i>	2	60,000
Sewer Line Camera Purchase	Public Works	<i>WW-E-2</i>	2	60,000
20-Year Evaluation, Wastewater Treatment Plant	Public Works	<i>WW-F-1</i>	2	40,000
Manhole Rehabilitation	Public Works	<i>WW-I-1</i>	2	20,000
Shade Pavilion at Pool	Recreation	<i>REC-E-2</i>	3	6,000
Gymnasium Floor, City Hall	Recreation	<i>REC-F-1</i>	1	6,500
Tennis Court Rehabilitation Program	Recreation	<i>REC-I-1</i>	2	5,000
Total for '10/'11				3,973,954
GRAND TOTAL				3,973,954

City of St. Albans, Vermont

Capital Improvement Plan

Data in Year '11/'12

PROJECTS BY YEAR

Project Name	Department	Project #	Priority	Project Cost
'11/'12				
Engine 1 Debt Service	Fire Department	<i>Fire -E-1</i>	1	24,800
Future Apparatus Purchase	Fire Department	<i>Fire-E-4</i>	3	50,000
Phone System	Fire Department	<i>Fire-E-5</i>	2	1,667
Marked Cars	Police Department	<i>PD-E-1</i>	2	35,000
Canine Vehicle	Police Department	<i>PD-E-5</i>	3	30,000
Single Axle Truck	Public Works	<i>PW-E-1</i>	2	3,545
Public Works Utility Trucks	Public Works	<i>PW-E-2</i>	2	50,000
Public Works Pickup Trucks	Public Works	<i>PW-E-3</i>	2	25,000
Bucket Truck	Public Works	<i>PW-E-9</i>	3	818
Street Improvement Program	Public Works	<i>PW-I-1</i>	2	85,000
Parking Lot Program	Public Works	<i>PW-I-2</i>	2	1,643
Federal Street Reconstruction	Public Works	<i>PW-I-3</i>	3	390,000
Downtown Streetscape	Public Works	<i>PW-I-4</i>	3	1,000,000
Taylor Park Improvement Program	Public Works	<i>PW-I-8</i>	3	3,000
Manhole Rehabilitation	Public Works	<i>WW-I-1</i>	2	20,000
Tennis Court Rehabilitation Program	Recreation	<i>REC-I-1</i>	2	7,500
Total for '11/'12				1,727,973
GRAND TOTAL				1,727,973

City of St. Albans, Vermont

Capital Improvement Plan

Data in Year '12/'13

PROJECTS BY YEAR

Project Name	Department	Project #	Priority	Project Cost
'12/'13				
Engine 1 Debt Service	Fire Department	<i>Fire -E-1</i>	1	24,250
Future Apparatus Purchase	Fire Department	<i>Fire-E-4</i>	3	50,000
Phone System	Fire Department	<i>Fire-E-5</i>	2	1,667
Marked Cars	Police Department	<i>PD-E-1</i>	2	40,000
Phone System	Police Department	<i>PD-E-3</i>	2	25,000
Detectives' Vehicle	Police Department	<i>PD-E-8</i>	3	25,000
Single Axle Truck	Public Works	<i>PW-E-1</i>	2	2,590
Public Works Utility Trucks	Public Works	<i>PW-E-2</i>	2	75,000
Public Works Pickup Trucks	Public Works	<i>PW-E-3</i>	2	52,500
Backhoe	Public Works	<i>PW-E-6</i>	3	60,000
Bucket Truck	Public Works	<i>PW-E-9</i>	3	598
Street Improvement Program	Public Works	<i>PW-I-1</i>	2	90,000
Parking Lot Program	Public Works	<i>PW-I-2</i>	2	1,477
Federal Street Reconstruction	Public Works	<i>PW-I-3</i>	3	8,200,000
Downtown Streetscape	Public Works	<i>PW-I-4</i>	3	1,000,000
Manhole Rehabilitation	Public Works	<i>WW-I-1</i>	2	20,000
Tennis Court Rehabilitation Program	Recreation	<i>REC-I-1</i>	2	45,000
Total for '12/'13				9,713,082
GRAND TOTAL				9,713,082

City of St. Albans, Vermont

Capital Improvement Plan

Data in Year '13/'14

PROJECTS BY YEAR

Project Name	Department	Project #	Priority	Project Cost
'13/'14				
Engine 1 Debt Service	Fire Department	<i>Fire -E-1</i>	1	23,985
Future Apparatus Purchase	Fire Department	<i>Fire-E-4</i>	3	50,000
Marked Cars	Police Department	<i>PD-E-1</i>	2	80,000
Smart-Cart	Police Department	<i>PD-E-2</i>	4	20,000
Single Axle Truck	Public Works	<i>PW-E-1</i>	2	1,600
Public Works Utility Trucks	Public Works	<i>PW-E-2</i>	2	55,000
Bucket Truck	Public Works	<i>PW-E-9</i>	3	370
Street Improvement Program	Public Works	<i>PW-I-1</i>	2	95,000
Parking Lot Program	Public Works	<i>PW-I-2</i>	2	1,304
Downtown Streetscape	Public Works	<i>PW-I-4</i>	3	1,000,000
Manhole Rehabilitation	Public Works	<i>WW-I-1</i>	2	20,000
Gymnasium Floor, City Hall	Recreation	<i>REC-F-1</i>	1	2,500
	Total for '13/'14			1,349,759
GRAND TOTAL				1,349,759

City of St. Albans, Vermont

Capital Improvement Plan

Data in Year '14/'15

PROJECTS BY YEAR

Project Name	Department	Project #	Priority	Project Cost
'14/'15				
Future Apparatus Purchase	Fire Department	<i>Fire-E-4</i>	3	50,000
Individual Firefighter Clothing	Fire Department	<i>Fire-E-7</i>	2	75,000
Marked Cars	Police Department	<i>PD-E-1</i>	2	40,000
Domestic Violence Vehicle	Police Department	<i>PD-E-4</i>	3	25,000
Single Axle Truck	Public Works	<i>PW-E-1</i>	2	601
Public Works Utility Trucks	Public Works	<i>PW-E-2</i>	2	81,000
Public Works Pickup Trucks	Public Works	<i>PW-E-3</i>	2	20,000
Bucket Truck	Public Works	<i>PW-E-9</i>	3	132
Street Improvement Program	Public Works	<i>PW-I-1</i>	2	100,000
Parking Lot Program	Public Works	<i>PW-I-2</i>	2	1,125
Manhole Rehabilitation	Public Works	<i>WW-I-1</i>	2	20,000
	Total for '14/'15			412,858
GRAND TOTAL				412,858

City of St. Albans, Vermont

Capital Improvement Plan

'10/'11 thru '14/'15

PROJECTS BY CATEGORY

Category	Project#	Priority	'10/'11	'11/'12	'12/'13	'13/'14	'14/'15	Total
Equipment-Other								
Phone System	Fire-E-5	2	1,667	1,667	1,667			5,001
Individual Firefighter Clothing	Fire-E-7	2					75,000	75,000
Smart-Cart	PD-E-2	4				20,000		20,000
Phone System	PD-E-3	2			25,000			25,000
Shade Pavilion at Pool	REC-E-2	3	6,000					6,000
Sewer Line Camera Purchase	WW-E-2	2	60,000					60,000
Equipment-Other Total			67,667	1,667	26,667	20,000	75,000	191,001
Equipment-Vehicles								
Engine 1 Debt Service	Fire -E-1	1	24,990	24,800	24,250	23,985		98,025
Quint	Fire-E-2	2	475,000					475,000
Future Apparatus Purchase	Fire-E-4	3	50,000	50,000	50,000	50,000	50,000	250,000
Building Inspection Vehicle	Fire-E-6	4	0					0
Marked Cars	PD-E-1	2	70,000	35,000	40,000	80,000	40,000	265,000
Domestic Violence Vehicle	PD-E-4	3					25,000	25,000
Canine Vehicle	PD-E-5	3		30,000				30,000
Detectives' Vehicle	PD-E-8	3			25,000			25,000
Single Axle Truck	PW-E-1	2	154,464	3,545	2,590	1,600	601	162,800
Public Works Utility Trucks	PW-E-2	2		50,000	75,000	55,000	81,000	261,000
Public Works Pickup Trucks	PW-E-3	2	12,500	25,000	52,500		20,000	110,000
Backhoe	PW-E-6	3			60,000			60,000
Bucket Truck	PW-E-9	3	31,030	818	598	370	132	32,948
Equipment-Vehicles Total			817,984	219,163	329,938	210,955	216,733	1,794,773
Facilities-Rehabilitation								
Taylor Park Improvement Program	PW-I-8	3	3,000	3,000				6,000
Gymnasium Floor, City Hall	REC-F-1	1	6,500			2,500		9,000
20-Year Evaluation, Wastewater Treatment Plant	WW-F-1	2	40,000					40,000
Facilities-Rehabilitation Total			49,500	3,000		2,500		55,000
Infrastructure-New								
Streetscape Design	CEDO-I-1	2	50,000					50,000
Federal Street Project Management	CEDO-I-3	2	20,000					20,000

Category	Project#	Priority	'10/'11	'11/'12	'12/'13	'13/'14	'14/'15	Total
Infrastructure-New Total			70,000					70,000
Infrastructure-Rehabilitation								
Professional Services, Downtown Core	CEDO-I-2	2	25,000					25,000
Street Improvement Program	PW-I-1	2	65,000	85,000	90,000	95,000	100,000	435,000
Parking Lot Program	PW-I-2	2	51,803	1,643	1,477	1,304	1,125	57,352
Federal Street Reconstruction	PW-I-3	3	400,000	390,000	8,200,000			8,990,000
Downtown Streetscape	PW-I-4	3	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
At-grade Infrastructure Assessment	PW-I-5	2	30,000					30,000
North Elm Street Rail Grade Crossing	PW-I-6	2	953,000					953,000
Downtown Intersection Signalization	PW-I-7	3	359,000					359,000
Tennis Court Rehabilitation Program	REC-I-1	2	5,000	7,500	45,000			57,500
Water System Evaluation and Mapping	W-I-1	2	60,000					60,000
South Reservoir Dam	W-I-2	3					20,540	20,540
Manhole Rehabilitation	WW-I-1	2	20,000	20,000	20,000	20,000	20,000	100,000
Infrastructure-Rehabilitation Total			2,968,803	1,504,143	9,356,477	1,116,304	1,141,665	16,087,392
GRAND TOTAL			3,973,954	1,727,973	9,713,082	1,349,759	1,433,398	18,198,166

City of St. Albans, Vermont

Capital Improvement Plan

'10/'11 thru '14/'15

PROJECTS BY DEPARTMENT

Department	Project#	Priority	'10/'11	'11/'12	'12/'13	'13/'14	'14/'15	Total
Fire Department								
Engine 1 Debt Service	Fire -E-1	1	24,990	24,800	24,250	23,985		98,025
Quint	Fire-E-2	2	475,000					475,000
Future Apparatus Purchase	Fire-E-4	3	50,000	50,000	50,000	50,000	50,000	250,000
Phone System	Fire-E-5	2	1,667	1,667	1,667			5,001
Building Inspection Vehicle	Fire-E-6	4	0					0
Individual Firefighter Clothing	Fire-E-7	2					75,000	75,000
Fire Department Total			551,657	76,467	75,917	73,985	125,000	903,026
Planning and Development								
Streetscape Design	CEDO-I-1	2	50,000					50,000
Professional Services, Downtown Core	CEDO-I-2	2	25,000					25,000
Federal Street Project Management	CEDO-I-3	2	20,000					20,000
Planning and Development Total			95,000					95,000
Police Department								
Marked Cars	PD-E-1	2	70,000	35,000	40,000	80,000	40,000	265,000
Smart-Cart	PD-E-2	4				20,000		20,000
Phone System	PD-E-3	2			25,000			25,000
Domestic Violence Vehicle	PD-E-4	3					25,000	25,000
Canine Vehicle	PD-E-5	3		30,000				30,000
Detectives' Vehicle	PD-E-8	3			25,000			25,000
Police Department Total			70,000	65,000	90,000	100,000	65,000	390,000
Public Works								
Single Axle Truck	PW-E-1	2	154,464	3,545	2,590	1,600	601	162,800
Public Works Utility Trucks	PW-E-2	2		50,000	75,000	55,000	81,000	261,000
Public Works Pickup Trucks	PW-E-3	2	12,500	25,000	52,500		20,000	110,000
Backhoe	PW-E-6	3			60,000			60,000
Bucket Truck	PW-E-9	3	31,030	818	598	370	132	32,948
Street Improvement Program	PW-I-1	2	65,000	85,000	90,000	95,000	100,000	435,000
Parking Lot Program	PW-I-2	2	51,803	1,643	1,477	1,304	1,125	57,352
Federal Street Reconstruction	PW-I-3	3	400,000	390,000	8,200,000			8,990,000
Downtown Streetscape	PW-I-4	3	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
At-grade Infrastructure Assessment	PW-I-5	2	30,000					30,000
North Elm Street Rail Grade Crossing	PW-I-6	2	953,000					953,000
Downtown Intersection Signalization	PW-I-7	3	359,000					359,000
Taylor Park Improvement Program	PW-I-8	3	3,000	3,000				6,000
Water System Evaluation and Mapping	W-I-1	2	60,000					60,000
South Reservoir Dam	W-I-2	3					20,540	20,540
Sewer Line Camera Purchase	WW-E-2	2	60,000					60,000
20-Year Evaluation, Wastewater Treatment Plant	WW-F-1	2	40,000					40,000

Department	Project#	Priority	'10/'11	'11/'12	'12/'13	'13/'14	'14/'15	Total
Manhole Rehabilitation	<i>WW-I-1</i>	2	20,000	20,000	20,000	20,000	20,000	<i>100,000</i>
Public Works Total			3,239,797	1,579,006	9,502,165	1,173,274	1,243,398	16,737,640
Recreation								
Shade Pavilion at Pool	<i>REC-E-2</i>	3	6,000					<i>6,000</i>
Gymnasium Floor, City Hall	<i>REC-F-1</i>	1	6,500			2,500		<i>9,000</i>
Tennis Court Rehabilitation Program	<i>REC-I-1</i>	2	5,000	7,500	45,000			<i>57,500</i>
Recreation Total			17,500	7,500	45,000	2,500		72,500
GRAND TOTAL			3,973,954	1,727,973	9,713,082	1,349,759	1,433,398	18,198,166

City of St. Albans, Vermont

Capital Improvement Plan

'10/'11 thru '14/'15

PROJECTS BY FUNDING SOURCE

Source	Project#	Priority	'10/'11	'11/'12	'12/'13	'13/'14	'14/'15	Total
Capital Reserves								
Marked Cars	<i>PD-E-1</i>	2	20,000				30,000	50,000
Single Axle Truck	<i>PW-E-1</i>	2	20,000					20,000
Capital Reserves Total			40,000				30,000	70,000
Debt Payment, General Fund								
Single Axle Truck	<i>PW-E-1</i>	2	9,520	9,520	9,520	9,520	9,520	47,600
Bucket Truck	<i>PW-E-9</i>	3	6,590	6,590	6,590	6,589	6,589	32,948
Debt Payment, General Fund Total			16,110	16,110	16,110	16,109	16,109	80,548
Debt Payment, Wastewater Fund								
Single Axle Truck	<i>PW-E-1</i>	2	9,520	9,520	9,520	9,520	9,520	47,600
Debt Payment, Wastewater Fund Total			9,520	9,520	9,520	9,520	9,520	47,600
Debt Payment, Water Fund								
Single Axle Truck	<i>PW-E-1</i>	2	9,520	9,520	9,520	9,520	9,520	47,600
Debt Payment, Water Fund Total			9,520	9,520	9,520	9,520	9,520	47,600
Federal Aid								
Federal Street Reconstruction	<i>PW-I-3</i>	3	5,200,000					5,200,000
Downtown Streetscape	<i>PW-I-4</i>	3	500,000	400,000	400,000	400,000	400,000	2,100,000
Federal Aid Total			5,700,000	400,000	400,000	400,000	400,000	7,300,000
Federal Aid Reserve								
Federal Street Reconstruction	<i>PW-I-3</i>	3	2,000,000					2,000,000
Federal Aid Reserve Total			2,000,000					2,000,000
Federal Grants								
Quint	<i>Fire-E-2</i>	2	475,000					475,000
Building Inspection Vehicle	<i>Fire-E-6</i>	4	0					0
Federal Grants Total			475,000					475,000
Fund Raising Events								
Gymnasium Floor, City Hall	<i>REC-F-1</i>	1				833		833

Source	Project#	Priority	'10/'11	'11/'12	'12/'13	'13/'14	'14/'15	Total
Fund Raising Events Total						833		833
General Fund								
Professional Services, Downtown Core	CEDO-I-2	2	25,000					25,000
Federal Street Project Management	CEDO-I-3	2	20,000					20,000
Engine 1 Debt Service	Fire-E-1	1	24,990	24,800	24,250	23,985		98,025
Future Apparatus Purchase	Fire-E-4	3	50,000	50,000	50,000	50,000	50,000	250,000
Phone System	Fire-E-5	2	1,667	1,667	1,667			5,001
Building Inspection Vehicle	Fire-E-6	4	0					0
Individual Firefighter Clothing	Fire-E-7	2		18,750	18,750	18,750	18,750	75,000
Self-Contained Breathing Apparatus	Fire-E-8	2			9,000	9,000	9,000	27,000
Marked Cars	PD-E-1	2	50,000	55,000	55,000	55,000	30,000	245,000
Phone System	PD-E-3	2	6,334	6,333	6,333			19,000
Domestic Violence Vehicle	PD-E-4	3		6,250	6,250	6,250	6,250	25,000
Canine Vehicle	PD-E-5	3	15,000	15,000	7,000	7,000	7,000	51,000
Administrative Vehicle	PD-E-6	3	2,500	2,500	2,500	2,500	2,500	12,500
Communications Vehicle	PD-E-7	3		4,500	4,500	4,500	4,500	18,000
Detectives' Vehicle	PD-E-8	3	8,333	8,333	8,334			25,000
Public Works Utility Trucks	PW-E-2	2		22,500	22,500	22,500	22,500	90,000
Public Works Pickup Trucks	PW-E-3	2	4,166	8,334				12,500
Sidewalk Plow	PW-E-4	3			40,000	40,000	40,000	120,000
Street Sweeper	PW-E-5	3		15,000	15,000	15,000	15,000	60,000
Backhoe	PW-E-6	3	4,000	4,000	4,000	4,800	4,800	21,600
Uni-Loader/Skid Steer	PW-E-7	3			1,400	1,400	1,400	4,200
Grader	PW-E-8	3			10,000	10,000	10,000	30,000
Street Improvement Program	PW-I-1	2	65,000	85,000	90,000	95,000	100,000	435,000
Parking Lot Program	PW-I-2	2	6,004	6,004	6,004	6,004	6,004	30,020
At-grade Infrastructure Assessment	PW-I-5	2	15,000					15,000
Gymnasium Floor, City Hall	REC-F-1	1	4,334			834		5,168
Tennis Court Rehabilitation Program	REC-I-1	2	5,000	5,500	1,000			11,500
General Fund Total			307,328	339,471	383,488	372,523	327,704	1,730,514
Grant Funds								
Shade Pavilion at Pool	REC-E-2	3	6,000					6,000
Grant Funds Total			6,000					6,000
Other Grants								
Tennis Court Rehabilitation Program	REC-I-1	2		2,000	44,000			46,000
Other Grants Total				2,000	44,000			46,000
Other Revenue								
Streetscape Design	CEDO-I-1	2	50,000					50,000
Phone System	PD-E-3	2	2,000	2,000	2,000			6,000
Communications Vehicle	PD-E-7	3		500	500	500	500	2,000
Federal Street Reconstruction	PW-I-3	3	10,000					10,000
Downtown Streetscape	PW-I-4	3	350,000					350,000
Taylor Park Improvement Program	PW-I-8	3	3,000	3,000				6,000

Source	Project#	Priority	'10/'11	'11/'12	'12/'13	'13/'14	'14/'15	Total
Other Revenue Total			415,000	5,500	2,500	500	500	424,000
State Grants								
Smart-Cart	PD-E-2	4				20,000		20,000
Downtown Streetscape	PW-I-4	3	250,000	250,000	250,000	250,000	250,000	1,250,000
North Elm Street Rail Grade Crossing	PW-I-6	2	953,000					953,000
Downtown Intersection Signalization	PW-I-7	3	359,000					359,000
State Grants Total			1,562,000	250,000	250,000	270,000	250,000	2,582,000
Tax Increment Financing (TIF)								
Federal Street Reconstruction	PW-I-3	3		1,800,000				1,800,000
Downtown Streetscape	PW-I-4	3		350,000	350,000	350,000	350,000	1,400,000
Tax Increment Financing (TIF) Total				2,150,000	350,000	350,000	350,000	3,200,000
Town of St. Albans								
Gymnasium Floor, City Hall	REC-F-1	1	2,166			833		2,999
Town of St. Albans Total			2,166			833		2,999
Wastewater Fund								
Public Works Utility Trucks	PW-E-2	2		22,500	22,500	22,500	22,500	90,000
Public Works Pickup Trucks	PW-E-3	2	14,999	19,167	10,834			45,000
Street Sweeper	PW-E-5	3		15,000	15,000	15,000	15,000	60,000
Backhoe	PW-E-6	3	8,000	8,000	8,000	9,600	9,600	43,200
Uni-Loader/Skid Steer	PW-E-7	3			2,800	2,800	2,800	8,400
At-grade Infrastructure Assessment	PW-I-5	2	7,500					7,500
W/WW Utility Van	W-E-1	3			1,200	1,200	1,200	3,600
Vac-Con	WW-E-1	1				21,875	21,875	43,750
Sewer Line Camera Purchase	WW-E-2	2	30,000					30,000
20-Year Evaluation, Wastewater Treatment Plant	WW-F-1	2	20,000					20,000
Manhole Rehabilitation	WW-I-1	2	20,000	20,000	20,000	20,000	20,000	100,000
Wastewater Fund Total			100,499	84,667	80,334	92,975	92,975	451,450
Water Fund								
Public Works Utility Trucks	PW-E-2	2		22,500	22,500	22,500	22,500	90,000
Public Works Pickup Trucks	PW-E-3	2	4,167	23,333	15,000	5,000	5,000	52,500
Backhoe	PW-E-6	3	8,000	8,000	8,000	9,600	9,600	43,200
Uni-Loader/Skid Steer	PW-E-7	3			2,800	2,800	2,800	8,400
At-grade Infrastructure Assessment	PW-I-5	2	7,500					7,500
W/WW Utility Van	W-E-1	3			2,800	2,800	2,800	8,400
Water System Evaluation and Mapping	W-I-1	2	30,000					30,000
South Reservoir Dam	W-I-2	3		500,000				500,000
Vac-Con	WW-E-1	1				9,375	9,375	18,750
Water Fund Total			49,667	553,833	51,100	52,075	52,075	758,750
GRAND TOTAL			10,692,810	3,820,621	1,596,572	1,574,888	1,538,403	19,223,294

Appendix A

City of Saint Albans 2006 Municipal Plan Section 4 - Utility/Facility Plan Goals, Policies, and Objectives

City of Saint Albans 2006 Municipal Plan
Section 4 - Utility/Facility Plan - Goals, Policies, and Objectives

GOAL: *To plan for, finance, and provide an efficient system of public facilities and services to meet future needs*

Policy: *The rate of growth in and around the City of St. Albans should not exceed the ability of the community and the area to provide facilities and services at reasonable cost to the taxpayer*

Policy: *New development should be phased in as necessary to minimize negative fiscal impacts*

Policy: *City officials should continue to explore creative financing methods of financing needed to improvements in order to reduce the burden of cost on local taxpayers*

Policy: *Public investment should be planned so as to minimize development pressure on agricultural and forest lands, and other important natural resources located outside of the designated St. Albans growth center.*

Objective: *In conjunction with the Town of St. Albans, adopt specific policies with regard to expansion of municipal services, based on mutually acceptable rates of growth, and delineate the location of future service expansions within the designated growth area.*

Objective: *Revise the City's current wastewater allocation formula to include more specific criteria for the allocation of remaining uncommitted reserve capacity in relation to anticipated need and desired patterns of growth.*

Objective: *Prepare a capital budget and program, based upon an accepted rate of growth, which prioritizes capital needs identified in this plan and in other related documents or studies, and outlines the timing and financing of needed improvements.*

Objective: *Consider the adoption of an impact fee ordinance and/or other types of negotiated exactments in order to share the burden of costs arising from new development.*

Objective: *Coordinate and review the development proposals by city officials to ensure that public health and safety needs are identified and met.*

GOAL: *To broaden access to the educational and vocational training opportunities sufficient to ensure the full realization of the abilities of all City area residents.*

Policy: *Private and public sectors interested in the promotion of educational opportunities should coordinate actions and develop programs which will provide the education, skills, and training or retraining necessary for employment in local businesses and industry.*

GOAL: *To maintain and enhance recreational opportunities for City and area residents and visitors to the region.*

Policy: *Growth should not significantly diminish the value and availability of outdoors-recreational opportunities.*

Policy: *Public access to non-commercial outdoor recreational opportunities, such as hiking trails and recreation paths, should be identified, provided, and protected wherever appropriate.*

GOAL: *To ensure that the regulation of land development in the City of St. Albans does not negatively impact the availability of safe and affordable childcare.*

Objective: *Assess the need for and availability of childcare services.*

GOAL: *To pursue affordable access to an interactive, open, broadband network capable of supporting applications and services using integrated layers of voice, video and data, with sufficient capacity to meet the ongoing information, communications and entertainment needs of the city's citizens, businesses, institutions and municipal government*

Policy: *The City of St. Albans should pursue the development of Broadband networks to enhance core infrastructure of the City of St. Albans.*

Policy: *City government will support working with the private sector, as well as the state and other municipal governments, to encourage the deployment of high-capacity broadband.*

Appendix B

Capital Project Submittals

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Fire Department
Contact Fire Chief
Type Equipment
Useful Life 15 years
Category Equipment-Vehicles
Priority 1 Urgent

Project # Fire -E-1
Project Name Engine 1 Debt Service

Description **Total Project Cost: \$123,025**
 Ongoing debt payments for Engine 1. Final payment 2014.

Justification
 Replaced previous, fully depreciated truck.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Equip/Vehicles/Furnishings	25,000	24,990	24,800	24,250	23,985	123,025
Total	25,000	24,990	24,800	24,250	23,985	123,025

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
General Fund	25,000	24,990	24,800	24,250	23,985	123,025
Total	25,000	24,990	24,800	24,250	23,985	123,025

Budget Impact/Other
 Yearly debt payments.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure	25,000	24,990	24,800	24,250	23,985	123,025
Total	25,000	24,990	24,800	24,250	23,985	123,025

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Fire Department
Contact Fire Chief
Type Equipment
Useful Life 20 years
Category Equipment-Vehicles
Priority 2 Critical

Project # Fire-E-2
Project Name Quint

Description **Total Project Cost: \$475,000**
 Fire department has applied for a federal grant to acquire additional apparatus. Application was for 75-foot quint fire truck.

Justification
 Quint is newest technology in fire trucks. Acquisition is a good fit with the Town agreement and increased reliance on volunteers, and increased investment in equipment over personnel..

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Equip/Vehicles/Furnishings		475,000				475,000
Total		475,000				475,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Federal Grants		475,000				475,000
Total		475,000				475,000

Budget Impact/Other
 Will save ongoing repair and maintenance on current ladder truck and bring fleet more up to date.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		475,000				475,000
Total		475,000				475,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Fire Department
Contact Fire Chief
Type Equipment
Useful Life 10 years
Category Equipment-Vehicles
Priority 3 Important

Project # Fire-E-4
Project Name Future Apparatus Purchase

Description **Total Project Cost: \$570,000**
 Annual reserve for future capital purchases.

Justification
 Produces a reserve for capital, rather than excessive spending in a given fiscal year.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Planning/Analysis	20,000	50,000	50,000	50,000	50,000	220,000	350,000
Total	20,000	50,000	50,000	50,000	50,000	220,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund	20,000	50,000	50,000	50,000	50,000	220,000	350,000
Total	20,000	50,000	50,000	50,000	50,000	220,000	Total

Budget Impact/Other
 \$50,000 expense to the operating budget.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure	20,000	50,000	50,000	50,000	50,000	220,000	350,000
Total	20,000	50,000	50,000	50,000	50,000	220,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Fire Department
Contact Fire Chief
Type Equipment
Useful Life 10 years
Category Equipment-Other
Priority 2 Critical

Project #	Fire-E-5
Project Name	Phone System

Description	Total Project Cost: \$5,001
Purchase of new phone system with police department.	

Justification
Current system is obsolete and cannot handle the needs of the public safety operations.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Equip/Vehicles/Furnishings		1,667	1,667	1,667		5,001
Total		1,667	1,667	1,667		5,001

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
General Fund		1,667	1,667	1,667		5,001
Total		1,667	1,667	1,667		5,001

Budget Impact/Other
No savings.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		1,667	1,667	1,667		5,001
Total		1,667	1,667	1,667		5,001

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Fire Department
Contact Fire Chief
Type Equipment
Useful Life 7 years
Category Equipment-Vehicles
Priority 4 Desirable

Project # Fire-E-6
Project Name Building Inspection Vehicle

Description **Total Project Cost: \$0**
 Vehicle to be used in building inspection program. Taken out of budget in January.

Justification
 Building inspection tasks involve frequent travel throughout the City.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Equip/Vehicles/Furnishings		0				0
Total		0				0

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Federal Grants		0				0
General Fund		0				0
Total		0				0

Budget Impact/Other
 No savings.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		0				0
Total		0				0

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Fire Department
Contact Fire Chief
Type Equipment
Useful Life 5 years
Category Equipment-Other
Priority 2 Critical

Project # Fire-E-7
Project Name Individual Firefighter Clothing

Description **Total Project Cost: \$75,000**
 Individual firefighting protective clothing. City has recently acquired individual gear and equipment using federal grant dollars. Reasonable useful life is 5 years. In future years we will begin saving to replace this equipment. Staff will continue to pursue federal grants.

Justification
 Essential life safety gear.

Future
 75,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund			18,750	18,750	18,750	56,250	18,750
Total			18,750	18,750	18,750	56,250	Total

Budget Impact/Other
 No savings.

Future
 75,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Fire Department
Contact Downtown Dev. Director
Type Equipment
Useful Life 7 years
Category Equipment-Other
Priority 2 Critical

Project # Fire-E-8
Project Name Self-Contained Breathing Apparatus

Description **Total Project Cost: \$45,000**
 Individual equipment for breathing in interior structure fires. Begin saving in 2013 for purchase in 2017.

Justification
 Essential life safety gear.

Future
 45,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund				9,000	9,000	18,000	27,000
Total				9,000	9,000	18,000	Total

Budget Impact/Other
 No savings.

Future
 45,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Planning and Development
Contact Director of Planning
Type Study/Analysis
Useful Life 20 years
Category Infrastructure-New
Priority 2 Critical

Project # CEDO-I-1
Project Name Streetscape Design

Description **Total Project Cost: \$50,000**
 Preliminary design of streetscape improvements. Funded 100% by Walmart reserve from Jeff Davis.

Justification
 Necessary to continue development of streetscape.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Engineering/Design		50,000				50,000
Total		50,000				50,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Other Revenue		50,000				50,000
Total		50,000				50,000

Budget Impact/Other
 None.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		50,000				50,000
Total		50,000				50,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Planning and Development
Contact Director of Planning
Type Improvement
Useful Life 15 years
Category Infrastructure-Rehabilitation
Priority 2 Critical

Project # CEDO-I-2
Project Name Professional Services, Downtown Core

Description **Total Project Cost: \$25,000**
 Engineering/design/analysis of work to be done in the downtown core.

Justification
 Necessary to improve the appearance and viability of the downtown.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Engineering/Design		25,000				25,000
Total		25,000				25,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
General Fund		25,000				25,000
Total		25,000				25,000

Budget Impact/Other
 N/A

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		25,000				25,000
Total		25,000				25,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Planning and Development
Contact Director of Planning
Type New Construction
Useful Life 20 years
Category Infrastructure-New
Priority 2 Critical

Project # CEDO-I-3
Project Name Federal Street Project Management

Description **Total Project Cost: \$20,000**
 Services needed to oversee the implementation of the Federal Street project.

Justification
 Necessary to ensure proper project construction.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Construction/Maintenance		20,000				20,000
Total		20,000				20,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
General Fund		20,000				20,000
Total		20,000				20,000

Budget Impact/Other
 N/A

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		20,000				20,000
Total		20,000				20,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Police Department
Contact Chief Taylor
Type Equipment
Useful Life 4 years
Category Equipment-Vehicles
Priority 2 Critical

Project # PD-E-1
Project Name Marked Cars

Description **Total Project Cost: \$265,000**
 Roll-over of cruisers on a FIFO basis, assuming 4 to 5-year useful life. Includes car, set-up, lights, radio, radar, video, mdt (mobile data terminal), cage, siren, middle console, paint. Schedule is 7 new vehicles from FY 11 through 15. \$50 etc.....

Justification
 Turn-over is a function of mileage and purpose. Mileage cutoff is 80 to 100 thousand, which is when repair costs begin to escalate.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Equip/Vehicles/Furnishings		70,000	35,000	40,000	80,000	225,000	40,000
Total		70,000	35,000	40,000	80,000	225,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Reserves		20,000				20,000	60,000
General Fund		50,000	55,000	55,000	55,000	215,000	
Total		70,000	55,000	55,000	55,000	235,000	Total

Budget Impact/Other
 Saves repair and maintenance costs in the operating budget. Officer safety is also an issue. This entire cost is allocated to road.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure		70,000	35,000	40,000	80,000	225,000	40,000
Total		70,000	35,000	40,000	80,000	225,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Police Department
Contact Chief Taylor
Type Equipment
Useful Life 10 years
Category Equipment-Other
Priority 4 Desirable

Project #	PD-E-2
Project Name	Smart-Cart

Description	Total Project Cost: \$20,000
<p>This unit is placed in rights-of-ways to monitor and report on a large computer screen traffic speed. The unit includes video cameras, date and time stamps, computers, and has the ability to generate a speeding ticket for vehicles exceeding the speed limit.</p>	

Justification
<p>Enhances traffic safety, and reduces speeding offenses. It also reduces a common complaint we receive from citizens regarding speeding traffic on City streets.</p>

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Equip/Vehicles/Furnishings					20,000	20,000
Total					20,000	20,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
State Grants					20,000	20,000
Total					20,000	20,000

Budget Impact/Other
<p>There is no impact on the operating budget. This entire capital cost is allocated to road.</p>

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure					20,000	20,000
Total					20,000	20,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Police Department
Contact Chief Taylor
Type Equipment
Useful Life 15 years
Category Equipment-Other
Priority 2 Critical

Project # PD-E-3
Project Name Phone System

Description **Total Project Cost: \$25,000**
 40 telephones with intercom and voice mail and 9 incoming lines. "Other revenue" refers to dispatch contracts.

Justification
 The current system is obsolete and over-extended; the department has outgrown it.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Equip/Vehicles/Furnishings				25,000		25,000
Total				25,000		25,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
General Fund		6,334	6,333	6,333		19,000
Other Revenue		2,000	2,000	2,000		6,000
Total		8,334	8,333	8,333		25,000

Budget Impact/Other
 No savings; may slightly increase operational budget based on features selected. This project is allocated as follows: 1/3 dispatch, 2/3 road.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure				25,000		25,000
Total				25,000		25,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Police Department
Contact Chief Taylor
Type Equipment
Useful Life 10 years
Category Equipment-Vehicles
Priority 3 Important

Project # PD-E-4
Project Name Domestic Violence Vehicle

Description **Total Project Cost: \$25,000**
 Vehicle for chief and administrative staff. Vehicle #7.

Justification
 Needed for day-to-day operations.

Future
 25,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund			6,250	6,250	6,250	18,750	6,250
Total			6,250	6,250	6,250	18,750	Total

Budget Impact/Other
 This cost is allocated as follows: 1/3 dispatch, 2/3 road.

Future
 25,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Police Department
Contact Chief Taylor
Type Equipment
Useful Life 6 years
Category Equipment-Vehicles
Priority 3 Important

Project # PD-E-5
Project Name Canine Vehicle

Description **Total Project Cost: \$65,000**
 Vehicle for Wetherby-Vehicle #8.

Justification
 Current vehicle is old and requires much maintenance. The canine program is new to the City and requires adequate equipment and transportation.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Equip/Vehicles/Furnishings			30,000			30,000	35,000
Total			30,000			30,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund		15,000	15,000	7,000	7,000	44,000	21,000
Total		15,000	15,000	7,000	7,000	44,000	Total

Budget Impact/Other
 No budget savings.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure			30,000			30,000	35,000
Total			30,000			30,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Police Department
Contact Chief Taylor
Type Equipment
Useful Life 5 years
Category Equipment-Vehicles
Priority 3 Important

Project # PD-E-6
Project Name Administrative Vehicle

Description **Total Project Cost: \$26,000**
 Vehicle #9.

Justification
 Vehicle used by staff in day-to-day operations.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Equip/Vehicles/Furnishings	11,000					11,000	15,000
Total	11,000					11,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund		2,500	2,500	2,500	2,500	10,000	5,000
Other Grants	11,000					11,000	
Total	11,000	2,500	2,500	2,500	2,500	21,000	Total

Budget Impact/Other
 Allocated entirely to road.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure	11,000					11,000	15,000
Total	11,000					11,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Police Department
Contact Chief Taylor
Type Equipment
Useful Life 7 years
Category Equipment-Vehicles
Priority 3 Important

Project # PD-E-7
Project Name Communications Vehicle

Description **Total Project Cost: \$30,000**
 Vehicle #10

Justification
 Replaces depreciated vehicle.

Future
 30,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund			4,500	4,500	4,500	13,500	15,000
Other Revenue			500	500	500	1,500	
Total			5,000	5,000	5,000	15,000	Total

Budget Impact/Other
 Allocated entirely to dispatch.

Future
 30,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Police Department
Contact Chief Taylor
Type Equipment
Useful Life 7 years
Category Equipment-Vehicles
Priority 3 Important

Project # PD-E-8
Project Name Detectives' Vehicle

Description **Total Project Cost: \$25,000**
 Vehicle #11. Outfitted and used solely by detectives in day-to-day operations.

Justification
 Self-explanatory.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Equip/Vehicles/Furnishings				25,000		25,000
Total				25,000		25,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
General Fund		8,333	8,333	8,334		25,000
Total		8,333	8,333	8,334		25,000

Budget Impact/Other
 Allocated entirely to road. No budget savings.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure				25,000		25,000
Total				25,000		25,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Equipment-Vehicles
Priority 2 Critical

Project # PW-E-1
Project Name Single Axle Truck

Description **Total Project Cost: \$162,800**
 This is PW's largest vehicle, used for fixing water/sewer lines, plowing snow, and general public works construction and maintenance projects. Replacement for retirement of PW vehicle #1. Expected useful life is 10 years. Downpayment \$20,000 using 2009 capital reserve in PW; finance \$130,000 over five years @ 3.75%.

Justification
 To replace depreciated vehicle.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Equip/Vehicles/Furnishings		150,000				150,000	601
Interest Expense		4,464	3,545	2,590	1,600	12,199	
Total		154,464	3,545	2,590	1,600	162,199	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Reserves		20,000				20,000	28,560
Debt Payment, General Fund		9,520	9,520	9,520	9,520	38,080	
Debt Payment, Wastewater Fu		9,520	9,520	9,520	9,520	38,080	
Debt Payment, Water Fund		9,520	9,520	9,520	9,520	38,080	
Total		48,560	28,560	28,560	28,560	134,240	Total

Budget Impact/Other
 Will save repair and maintenance on an old vehicle--not easily quantifiable, as certain major repairs can be as much as \$20,000.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure		150,000				150,000	601
Other (Insurance, Utilities, Inter		4,464	3,545	2,590	1,600	12,199	
Total		154,464	3,545	2,590	1,600	162,199	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 7 years
Category Equipment-Vehicles
Priority 2 Critical

Project # PW-E-2
Project Name Public Works Utility Trucks

Description **Total Project Cost: \$261,000**
 PW utility trucks are used for road construction and maintenance, water and wastewater repair. F350 and F550 trucks will be purchased in alternating years beginning 2012 with life cycles of 6 to 7 years each.

Justification
 Necessary for use in repair and maintenance of water and wastewater distribution and collection lines, and City streets.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Equip/Vehicles/Furnishings			50,000	75,000	55,000	180,000	81,000
Total			50,000	75,000	55,000	180,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund			22,500	22,500	22,500	67,500	67,500
Wastewater Fund			22,500	22,500	22,500	67,500	
Water Fund			22,500	22,500	22,500	67,500	
Total			67,500	67,500	67,500	202,500	Total

Budget Impact/Other
 Will save money on hiring of independent contractors w/heavy trucks for routine repair and maintenance of streets and distribution/collection lines.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure			50,000	75,000	55,000	180,000	81,000
Total			50,000	75,000	55,000	180,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 7 years
Category Equipment-Vehicles
Priority 2 Critical

Project # PW-E-3
Project Name Public Works Pickup Trucks

Description **Total Project Cost: \$110,000**
 PW pickup trucks are used in routine road construction and maintenance, and water and wastewater repair. In 2011 a "floater" truck will be purchased; 2012 truck used by public works superintendent; 2013, truck for water department staff, two trucks for wastewater staff; 2015, a second vehicle for water department staff. Note: original budget for floater truck @ \$15,000 reduced to \$12,500 in December budget discussions.

Justification
 Replace used vehicles as repair and maintenance becomes costly.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Equip/Vehicles/Furnishings		12,500	25,000	52,500		90,000	20,000
Total		12,500	25,000	52,500		90,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund		4,166	8,334			12,500	5,000
Wastewater Fund		14,999	19,167	10,834		45,000	
Water Fund		4,167	23,333	15,000	5,000	47,500	
Total		23,332	50,834	25,834	5,000	105,000	Total

Budget Impact/Other
 Saves repair and maintenance on older, fully depreciated vehicles.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure		12,500	25,000	52,500		90,000	20,000
Total		12,500	25,000	52,500		90,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 15 years
Category Equipment-Vehicles
Priority 3 Important

Project # PW-E-4
Project Name Sidewalk Plow

Description **Total Project Cost: \$160,000**
 Vehicle used to plow sidewalks throughout the City, including residential and downtown. Begin building reserve of \$40,000/year for purchase @ \$160,000 in 2016.

Justification
 To replace current sidewalk plow.

Future
 160,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund				40,000	40,000	80,000	80,000
Total				40,000	40,000	80,000	Total

Budget Impact/Other
 Will save repair & maintenance on existing plow; save hiring contractors to plow City sidewalks.

Future
 160,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Equipment-Vehicles
Priority 3 Important

Project # PW-E-5
Project Name Street Sweeper

Description **Total Project Cost: \$180,000**
 Vehicle used in maintenance of streets. Begin reserve @ \$15,000/year in 2012 for purchase @ \$180,000 in 2017.

Justification
 Replaces current unit, old technology

Future
 180,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund			15,000	15,000	15,000	45,000	90,000
Wastewater Fund			15,000	15,000	15,000	45,000	
Total			30,000	30,000	30,000	90,000	Total

Budget Impact/Other
 None

Future
 190,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 3 years
Category Equipment-Vehicles
Priority 3 Important

Project # PW-E-6
Project Name Backhoe

Description **Total Project Cost: \$218,400**
 Vehicle used in earth moving, and below-grade infrastructure repair and maintenance. Begin reserves in general, water and wastewater funds in 2011 for purchase 2013; reserve and purchase in same pattern through 2019. Assumes \$40,000 trade-in allowance on old @ each purchase and a 20% cost increase.

Justification
 Necessary infrastructure repair and improvement.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Equip/Vehicles/Furnishings				60,000		60,000	158,400
Total				60,000		60,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund		4,000	4,000	4,000	4,800	16,800	134,400
Wastewater Fund		8,000	8,000	8,000	9,600	33,600	
Water Fund		8,000	8,000	8,000	9,600	33,600	
Total		20,000	20,000	20,000	24,000	84,000	Total

Budget Impact/Other
 None

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure				60,000		60,000	158,400
Total				60,000		60,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Equipment-Vehicles
Priority 3 Important

Project # PW-E-7
Project Name Uni-Loader/Skid Steer

Description **Total Project Cost: \$35,000**
 Commonly known as "bobcat," vehicle used for transporting and loading material in construction projects. Reserves begin in general, water and wastewater funds in 2013 for purchase in 2017.

Justification
 Annual allocation for future purchase.

Future
 35,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund				1,400	1,400	2,800	21,000
Wastewater Fund				2,800	2,800	5,600	
Water Fund				2,800	2,800	5,600	
Total				7,000	7,000	14,000	

Budget Impact/Other

Future
 35,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 15 years
Category Equipment-Vehicles
Priority 3 Important

Project # PW-E-8
Project Name Grader

Description **Total Project Cost: \$50,000**
 Vehicle used for snow removal exclusively. General fund reserve beginning in 2013 for purchase in 2017.

Justification
 Annual allocation for future purchase.

Future
 50,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund				10,000	10,000	20,000	30,000
Total				10,000	10,000	20,000	Total

Budget Impact/Other

Future
 50,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Unassigned
Useful Life 10 years
Category Equipment-Vehicles
Priority 3 Important

Project # PW-E-9
Project Name Bucket Truck

Description **Total Project Cost: \$32,948**
 The bucket truck is used for repairing traffic lights, fire alarm systems, tree maintenance and pruning, and other aerial maintenance activities. Plan is to purchase a used vehicle. Finance @ 3.75% over 5 years.

Justification
 Current bucket truck on last legs.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Equip/Vehicles/Furnishings		30,000				30,000	132
Interest Expense		1,030	818	598	370	2,816	
Total		31,030	818	598	370	32,816	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Debt Payment, General Fund		6,590	6,590	6,590	6,589	26,359	6,589
Total		6,590	6,590	6,590	6,589	26,359	Total

Budget Impact/Other
 Saves repair and maintenance on old vehicle.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure		30,000				30,000	132
Other (Insurance, Utilities, Inter		1,030	818	598	370	2,816	
Total		31,030	818	598	370	32,816	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Maintenance
Useful Life 25 years
Category Infrastructure-Rehabilitation
Priority 2 Critical

Project # PW-I-1
Project Name Street Improvement Program

Description **Total Project Cost: \$615,000**
 In FY 2011 annual paving appropriation of \$80,000 will be redirected to a paving reserve fund. Annual paving program will resume in FY 12 "with gusto" based on comprehensive assessment and rehabilitation project for streets, sidewalks and at-grade infrastructure to be completed in FY11.

Justification
 Many City streets are in need of substantial reconstruction and paving, to include sub-base, curbing and paving.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Rehabilitation	75,000	65,000	85,000	90,000	95,000	410,000	205,000
Total	75,000	65,000	85,000	90,000	95,000	410,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund	75,000	65,000	85,000	90,000	95,000	410,000	205,000
Total	75,000	65,000	85,000	90,000	95,000	410,000	Total

Budget Impact/Other
 This project will not produce operational budget savings.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure	75,000	65,000	85,000	90,000	95,000	410,000	205,000
Total	75,000	65,000	85,000	90,000	95,000	410,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Maintenance
Useful Life 15 years
Category Infrastructure-Rehabilitation
Priority 2 Critical

Project # PW-I-2
Project Name Parking Lot Program

Description **Total Project Cost: \$60,036**
 Repaving of courthouse parking lot, including lighting, landscaping, line striping, and installation of meters and poles. .
 Borrow in 2011, pay back over ten years.

Justification
 Repair of critical areas of downtown parking necessary for economic development, community vitality, etc.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Rehabilitation		50,000				50,000	3,809
Interest Expense		1,803	1,643	1,477	1,304	6,227	
Total		51,803	1,643	1,477	1,304	56,227	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
General Fund		6,004	6,004	6,004	6,004	24,016	36,020
Total		6,004	6,004	6,004	6,004	24,016	Total

Budget Impact/Other
 Potential savings in damage/repairs to vehicles falling into potholes.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure		50,000				50,000	3,809
Other (Insurance, Utilities, Inter		1,803	1,643	1,477	1,304	6,227	
Total		51,803	1,643	1,477	1,304	56,227	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Downtown Dev. Director
Type Improvement
Useful Life 25 years
Category Infrastructure-Rehabilitation
Priority 3 Important

Project # PW-I-3
Project Name Federal Street Reconstruction

Description **Total Project Cost: \$9,010,000**
 Realignment of Lemnah, Allen, Catherine, and Federal Streets into a singular street/pedestrian transportation corridor, and construction of a new Federal Street collector road parallel to Main Street. South terminus will be a new roadway extension to connect to the Saint Albans State Highway. North terminus will be the juncture of Upper/Lower Newton and Route 7 (Main Street).

Justification
 Addresses the top goal in the City of Saint Albans 2006 Municipal Plan - Transportation Element. Directly addresses the #1 objective identified to address this issue. Initial recommendations for development of this corridor date to the 1970s. Formal studies were conducted in 1991, 1996 and 2002. All studies have identified this project as the City's most important and most beneficial transportation project.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Construction/Maintenance				8,200,000		8,200,000
Engineering/Design	20,000	390,000	390,000			800,000
Project Management		10,000				10,000
Total	20,000	400,000	390,000	8,200,000		9,010,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Federal Aid		5,200,000				5,200,000
Federal Aid Reserve		2,000,000				2,000,000
Other Revenue		10,000				10,000
Tax Increment Financing (TIF)			1,800,000			1,800,000
Total		7,210,000	1,800,000			9,010,000

Budget Impact/Other
 Execution of the Federal Street Project will result in decreased current maintenance expenditures to Main Street (US-7), and the ability to increase the useful life of Main Street, thereby extending the future timeline for reconstruction of Main Street.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure	20,000	790,000	8,200,000			9,010,000
Total	20,000	790,000	8,200,000			9,010,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Downtown Dev. Director
Type New Construction
Useful Life 25 years
Category Infrastructure-Rehabilitation
Priority 3 Important

Project # PW-I-4
Project Name Downtown Streetscape

Description **Total Project Cost: \$5,100,000**
 Physical improvements to all major streets within Downtown St. Albans, including Main, Federal, Fairfield, Lake, Kingman, Center, Hudson, and Taylor Park. Physical improvements are to include ROW redesign, select sidewalk/cartway reconstruction, utility undergrounding, post lighting, street tree replacement, and street amenity installation. The overall project is divided into logical phases: (1) Main Street from Fairfield to Hudson; (2) Lake Street; (3) Federal Street; (4) Main Street south of Fairfield; (5) Kingman/Center/Hudson Streets; Main Street north of Hudson and (6) Taylor Park. Project is intended to reinforce the downtown's attractiveness and build on investments occurring in the park and in businesses along Main Street.

Justification
 This project is the top recommendation in the 2009 Downtown Saint Albans Municipal Sub-District Plan. The project also addresses the top goal and three policies found in the 2006 City Municipal Plan - Economic Development Element.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Planning/Analysis	100,000					100,000	1,000,000
Construction/Maintenance		850,000	950,000	950,000	950,000	3,700,000	Total
Engineering/Design		150,000	50,000	50,000	50,000	300,000	
Total	100,000	1,000,000	1,000,000	1,000,000	1,000,000	4,100,000	

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Federal Aid		500,000	400,000	400,000	400,000	1,700,000	1,000,000
Other Revenue		350,000				350,000	Total
State Grants		250,000	250,000	250,000	250,000	1,000,000	
Tax Increment Financing (TIF)			350,000	350,000	350,000	1,050,000	
Total		1,100,000	1,000,000	1,000,000	1,000,000	4,100,000	

Budget Impact/Other
 Construction of this project will have the effect of reducing maintenance and reconstruction costs for all street and utility services in the affected areas of Downtown Saint Albans.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure	100,000	900,000	2,000,000	2,000,000	2,000,000	7,000,000	2,000,000
Total	100,000	900,000	2,000,000	2,000,000	2,000,000	7,000,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Study/Analysis
Useful Life 15 years
Category Infrastructure-Rehabilitation
Priority 2 Critical

Project # PW-I-5
Project Name At-grade Infrastructure Assessment

Description **Total Project Cost: \$30,000**
 Comprehensive assessment and rehabilitation plan for all City streets, sidewalks and bridges and associated at-grade infrastructure.

Justification
 City streets and sidewalks are in desperate need of repair. Long-term and strategic improvement plan is required before additional dollars are spent on temporary solutions (bandaid approach).

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Planning/Analysis		30,000				30,000
Total		30,000				30,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
General Fund		15,000				15,000
Wastewater Fund		7,500				7,500
Water Fund		7,500				7,500
Total		30,000				30,000

Budget Impact/Other
 None.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		30,000				30,000
Total		30,000				30,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Maintenance
Useful Life 20 years
Category Infrastructure-Rehabilitation
Priority 2 Critical

Project # PW-I-6
Project Name North Elm Street Rail Grade Crossing

Description **Total Project Cost: \$953,000**
 Reconstruction of NECRat-grade crossing at North Elm Street.

Justification
 Project is a priority in the Vtrans Highway Safety Improvement Program (STP 2038) and scheduled for construction in Summer 2010.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Construction/Maintenance		953,000				953,000
Total		953,000				953,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
State Grants		953,000				953,000
Total		953,000				953,000

Budget Impact/Other
 Project will be financed by Vtrans on a 100% cost basis. No local funds are required.

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City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Improvement
Useful Life 15 years
Category Infrastructure-Rehabilitation
Priority 3 Important

Project # PW-I-7
Project Name Downtown Intersection Signalization

Description **Total Project Cost: \$359,000**
 Replacement of Traffic Signals-Masts-Hardware-Software, and related intersection/crosswalk signalization-stripping improvements. Identified intersections are: (1) Main-Fairfield-Lake streets and (2) Lake-Federal streets

Justification
 Priority project identified by the Vtrans Highway Safety Improvement Program. Will be financed by Vtrans at 100% cost.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Construction/Maintenance		359,000				359,000
Total		359,000				359,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
State Grants		359,000				359,000
Total		359,000				359,000

Budget Impact/Other
 Project will be financed by Vtrans at 100% cost. Mast costs will be borne by Downtown Streetscape grant funds.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		0				0
Total		0				0

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City of St. Albans, Vermont

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Department Public Works
Contact Public Works Director
Type Maintenance
Useful Life 20 years
Category Facilities-Rehabilitation
Priority 3 Important

Project # PW-I-8
Project Name Taylor Park Improvement Program

Description **Total Project Cost: \$6,000**
 Improvements to existing landscaping and structures within Taylor Park.

Justification
 Improvements are proposed annually by Taylor Park Commission and financed by Community Endowment.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Construction/Maintenance		3,000	3,000			6,000
Total		3,000	3,000			6,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Other Revenue		3,000	3,000			6,000
Total		3,000	3,000			6,000

Budget Impact/Other
 Projects are financed by Taylor Park Endowment

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Equipment-Vehicles
Priority 3 Important

Project # W-E-1
Project Name W/WW Utility Van

Description **Total Project Cost: \$20,000**
 Construction and maintenance vehicle used for transporting equipment and onsite shelter for staff.

Justification
 Annual allocation for purchase in a future year.

Future
 20,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Wastewater Fund				1,200	1,200	2,400	12,000
Water Fund				2,800	2,800	5,600	
Total				4,000	4,000	8,000	Total

Budget Impact/Other
 None.

Future
 20,000
Total

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City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Study/Analysis
Useful Life 10 years
Category Infrastructure-Rehabilitation
Priority 2 Critical

Project # W-I-1
Project Name Water System Evaluation and Mapping

Description **Total Project Cost: \$60,000**
 Map current underground infrastructure, treatment plants and distribution lines, and assess condition of same. \$30,000 reserved in FY 10, \$30,000 in 2011; \$60,000 project completed in 2011.

Justification
 Required to conduct evaluation of the municipal water system and anticipate deferred maintenance needs..

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Planning/Analysis		60,000				60,000
Total		60,000				60,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Water Fund	30,000	30,000				60,000
Total	30,000	30,000				60,000

Budget Impact/Other
 Will save staff time in repairing water breaks and searching for broken mains.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		60,000				60,000
Total		60,000				60,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Maintenance
Useful Life 50 years
Category Infrastructure-Rehabilitation
Priority 3 Important

Project # W-I-2
Project Name South Reservoir Dam

Description **Total Project Cost: \$500,000**
 Improvements to south reservoir dam. Dam currently rated poor by state. High priority due to structure deficiency. Intended to be financed through SRF loan, debt to be serviced by water rates/allocation fees. Construction to occur in FY12, debt payments to begin two years after completion of project. Additional detail on timing and urgency to be decided by water infrastructure evaluation.

Justification
 Necessary deferred maintenance.

Future
 500,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Water Fund			500,000			500,000
Total			500,000			500,000

Budget Impact/Other
 Saves cost of repairing erosion of existing dam.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure					500,000	500,000
Total					500,000	500,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Equipment
Useful Life 15 years
Category Equipment-Vehicles
Priority 1 Urgent

Project # WW-E-1
Project Name Vac-Con

Description **Total Project Cost: \$250,000**
 Vehicle used for maintaining water and wastewater distribution and collection systems. Begin reserving in 2014 for purchase in 2021.

Justification
 Vehicle turn-over on FIFO basis. Key piece of equipment that will have reached end of useful life.

Future
250,000
Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Wastewater Fund					21,875	21,875	218,750
Water Fund					9,375	9,375	
Total					31,250	31,250	Total

Budget Impact/Other
 Saves repair and maintenance costs on aging vehicle.

Future
250,000
Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Study/Analysis
Useful Life 5 years
Category Equipment-Other
Priority 2 Critical

Project # WW-E-2
Project Name Sewer Line Camera Purchase

Description **Total Project Cost: \$60,000**
 Purchase of a sewer line camera. Proactive initiative identifying potential weak areas that could break or become plugged.

Justification
 To identify areas in need of repair and/or cleaning before interruptions in service occur due to breakage or plugging.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Rehabilitation		60,000				60,000
Total		60,000				60,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Wastewater Fund	30,000	30,000				60,000
Total	30,000	30,000				60,000

Budget Impact/Other
 Proactive initiative identifying potential weak areas that could break or become plugged.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		60,000				60,000
Total		60,000				60,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Study/Analysis
Useful Life 20 years
Category Facilities-Rehabilitation
Priority 2 Critical

Project # WW-F-1
Project Name 20-Year Evaluation, Wastewater Treatment Plant

Description **Total Project Cost: \$40,000**
 20-year evaluation required by state regulation. In FY 2011 an evaluation will be conducted, and will include emphasis on reducing phosphorous by half. May look to funding by allocation fees.

Justification
 Necessary to meet minimum state and federal requirements. If CLF prevails in lawsuit, phosphorous discharge may be required to be reduced by half. We need to know how much this might cost.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Rehabilitation		40,000				40,000
Total		40,000				40,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Wastewater Fund	20,000	20,000				40,000
Total	20,000	20,000				40,000

Budget Impact/Other
 None.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		40,000				40,000
Total		40,000				40,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Public Works
Contact Public Works Director
Type Maintenance
Useful Life 25 years
Category Infrastructure-Rehabilitation
Priority 2 Critical

Project # WW-I-1
Project Name Manhole Rehabilitation

Description **Total Project Cost: \$100,000**
 Repair and/or replacement of manhole covers and interiors. These are confined spaces where WW personnel repair and maintain the flow of sewer in the City.

Justification
 To replace and/or repair City manholes and manhole covers.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Rehabilitation		20,000	20,000	20,000	20,000	80,000	20,000
Total		20,000	20,000	20,000	20,000	80,000	Total

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Wastewater Fund		20,000	20,000	20,000	20,000	80,000	20,000
Total		20,000	20,000	20,000	20,000	80,000	Total

Budget Impact/Other
 Worn manholes create liability due to the possibility of injury.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total	Future
Capital Expenditure		20,000	20,000	20,000	20,000	80,000	20,000
Total		20,000	20,000	20,000	20,000	80,000	Total

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Recreation
Contact Kelly Viens
Type Equipment
Useful Life 7 years
Category Equipment-Vehicles
Priority 2 Critical

Project # REC-E-1
Project Name Recreation Service Vehicle

Description **Total Project Cost:** \$0
 15-passenger van for Recreation Department. Vehicle will be financed via Vtrans grant and local match from the Franklin Senior Center.

Justification
 Administering recreation programs requires moving equipment from place to place frequently for programs. Can be used for public relations by being available to transport senior citizens to and from events (this is done by recreation departments elsewhere).

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Equip/Vehicles/Furnishings	0					0
Total	0					0

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Other Revenue	10,000					10,000
State Grants	36,000					36,000
Total	46,000					46,000

Budget Impact/Other
 No general fund impact as vehicle will be financed by non-City sources. Saves mileage reimbursement to staff and reduces liability of personal vehicles being used to transport equipment.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		0				0
Total		0				0

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Recreation
Contact Kelly Viens
Type Equipment
Useful Life 10 years
Category Equipment-Other
Priority 3 Important

Project # REC-E-2
Project Name Shade Pavilion at Pool

Description **Total Project Cost: \$6,000**
 Existing cement slab at pool--canvas structure with framework to cover the cement slab that was formerly the wading pool.

Justification
 Patrons at the pool currently have no way to get out of the sun.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Construction/Maintenance		6,000				6,000
Total		6,000				6,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Grant Funds		6,000				6,000
Total		6,000				6,000

Budget Impact/Other
 None.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure		6,000				6,000
Total		6,000				6,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Recreation
Contact Kelly Viens
Type Improvement
Useful Life 5 years
Category Facilities-Rehabilitation
Priority 1 Urgent

Project # REC-F-1
Project Name Gymnasium Floor, City Hall

Description **Total Project Cost: \$9,000**
 Dress coating existing floor. Wash and screen floor; vacuum and tack, apply 2 coats of water-based eurothane gloss.

Justification
 Highly used. If we don't do this, large maintenance costs will be required in future years.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Rehabilitation		6,500			2,500	9,000
Total		6,500			2,500	9,000

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Fund Raising Events					833	833
General Fund		4,334			834	5,168
Town of St. Albans		2,166			833	2,999
Total		6,500			2,500	9,000

Budget Impact/Other
 Will save high maintenance costs in future years and reduce possibility of injuries due to irregularities in surface.

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Maintenance		6,500			2,500	9,000
Total		6,500			2,500	9,000

Capital Improvement Plan
City of St. Albans, Vermont

'09/'10 thru '13/'14

Department Recreation
Contact Kelly Viens
Type Improvement
Useful Life 5 years
Category Infrastructure-Rehabilitation
Priority 2 Critical

Project # REC-I-1
Project Name Tennis Court Rehabilitation Program

Description **Total Project Cost: \$63,500**
Houghton Park: Rout and fill structural cracks with concrete, fortified with an acrylic binder. Clean entire surface with compressed air. Install 400 feet of Guardian crack repair system. Those areas will receive 3 coats of elite color court paint. Lines will be touched up as needed. In year 3 repaint entire court.
Barlow Street School: Remove existing court and replace with court, fixtures, and fencing.

Justification
Houghton Park is a highly used outdoor community court. If cracks are not repaired, deterioration will result and courts will be lost.
At Barlow Street School the current courts are unusable and dangerous.
Note: Kelly thinks private contributions may be obtained from a local tennis association--she will follow up.
Note: 2010 investment is contingent on the availability of funds in the current budget.

Expenditures	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Rehabilitation	6,000	5,000	7,500	45,000		63,500
Total	6,000	5,000	7,500	45,000		63,500

Funding Sources	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
General Fund	1,200	5,000	5,500	1,000		12,700
Other Grants	4,800		2,000	44,000		50,800
Total	6,000	5,000	7,500	45,000		63,500

Budget Impact/Other
This will save repair and maintenance costs to "bandaid" the courts. It will also double the number of courts currently available to residents (the two at Barlow Street School are unusable; the two at Houghton Park are currently in use as is).

Budget Items	'09/'10	'10/'11	'11/'12	'12/'13	'13/'14	Total
Capital Expenditure	6,000	5,000	7,500	45,000		63,500
Total	6,000	5,000	7,500	45,000		63,500

Appendix C

Adoption Documentation

City of
SaintAlbans

P.O. Box 867, 100 North Main Street, St. Albans, Vermont 05478
802-524-1500 fax 802-524-1505

Mayor
Martin Manahan

Ward 1
Jeff Laroe

Ward 2
Timothy Gaudette

Ward 3
David Peirce

Ward 4
Scott Corrigan

Ward 5
Joseph Luneau

Ward 6
Chad Spooner

Clerk / Treasurer
Dianna Baraby

City Manager
Dominic Cloud

December 21, 2009

Ms. Dianna Baraby
City Clerk / Treasurer
100 North Main Street
Saint Albans, Vermont 05478

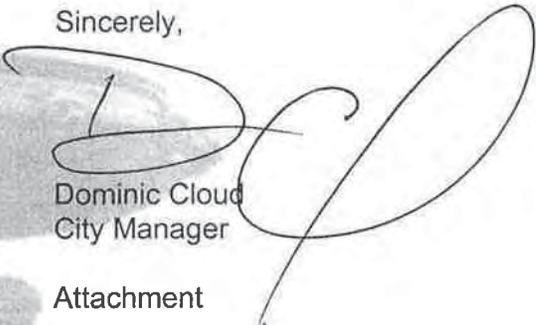
Dear Dianna:

Pursuant to Sections 4403, 4430, and 4443 of the Vermont Statutes Annotated, please find attached a copy of the proposed City of Saint Albans 2009-2015 Capital Improvements Program. This document contains the proposed Fiscal Year 2009-2010 Capital Budget and the proposed five (5)-year Capital Plan for Fiscal Year 2010-2011 through Fiscal Year 2014-2015.

Section 4443 of the Vermont Statutes Annotated requires filing of the proposed Capital Improvements Program with the City Clerk and Secretary of the Planning Commission. On behalf of the City, I respectfully request your receipt for filing of the enclosed draft, and public display in your office. The City Council is scheduled to conduct a public hearing on the proposed Capital Improvements Program on Monday, January 11, 2010, at 5:30 p.m. in the Saint Albans City Hall.

If you have any questions, please contact me at your earliest convenience. Thank you for your attention to this matter.

Sincerely,



Dominic Cloud
City Manager

Attachment

Copy: Mayor Manahan and City Council

PUBLIC HEARING NOTICE
CITY OF SAINT ALBANS
2009 – 2015
CAPITAL IMPROVEMENTS PROGRAM

January 11, 2010

A PUBLIC HEARING will be held beginning at 5:30 P.M., on **Monday, January 11, 2010** in the Council Chambers at Saint Albans City Hall, 100 North Main Street, Saint Albans, Vermont 05478 to obtain public comments on the proposed 2009-2015 City of Saint Albans Capital Improvements Program (CIP). The CIP is the proposed plan of public projects and improvements to be built or purchased by City government over the period of Fiscal Year 2009-2010 through Fiscal Year 2014-2015.

A copy of the proposed Capital Improvements Program document is available for review at the City Clerk/Treasurer Office and City Planning/Zoning Office, Saint Albans City Hall, during regular business hours. Written comments on the proposed CIP will be accepted until Monday, January 11, 2010 at 12:00 noon, and should be sent to the above address.

December 22, 2009
James Tischler, AICP
Director of Planning & Development

Michelle Boudreau

From: Gail Wells [classifieds@samessenger.com]
Sent: Monday, December 21, 2009 9:46 AM
To: Michelle Boudreau
Subject: St. Albans Messenger - Ad Confirmation

The St. Albans Messenger has expanded circulation into Milton, North Hero, South Hero and Grand Isle areas.

Good Morning Michelle,

I am confirming receipt of your email regarding the Public Hearing that you would like to advertise. As per your request I have scheduled the ad to appear in our publication for 12/22/09.

Please let me know if I can be of further assistance.

Regards and Happy Holidays!

Gail

Thank you!

Gail Wells

Classified Department Manager

St. Albans Messenger

Phone: 802-524-9771 ext. 117

Fax: 802-527-1948

Email: classifieds@samessenger.com

Website: www.samessenger.com

Deadlines:

Monday.....Noon Friday

Tuesday.....Noon Monday

Wednesday.....Noon Tuesday

Thursday..... Noon Wednesday

Friday.....Noon Thursday

Saturday.....Noon Thursday

For display ads or ads requiring a proof please allow us extra time.

City of
SaintAlbans

P.O. Box 867, 100 North Main Street, St. Albans, Vermont 05478
802-524-1500 fax 802-524-1505

St. Albans City Council Meeting
January 11, 2010
5:30 pm

AGENDA

1. Pledge of Allegiance
2. ~~Public Hearing on Capital Improvements Plan~~
~~Staff will lead a review of the proposed CIP for FY 2009 - 2016~~
3. Amendments to City Charter (D & V)
Staff will review recent amendments to the draft charter based on the first public hearing and propose language that resolves concerns.
4. Swearing in of new police officers
City Clerk Dianna Baraby will lead the swearing in of the following officers:
Promotions:
Ron Hoague- Lieutenant (Field Force Commander); Francis McCarty- Sergeant (Detective Division); Keith McMahan- Sergeant (Patrol Division)
New Hires:
George Hrubovcak (pronounced "Ro-bo-check") - Full Time Police Officer; Kenneth Tardie- Full Time Police Officer; Paul Morits- Full Time Police Officer; Trevor Sargent- Full Time Police Officer (COPS Grant); Michael Begin- Part Time Police Officer
5. Federal Street Update and Authorization to sign revised agreement (D&V)
Peter Cross will brief the Council on the proposed changes to the MOU with VTrans and discuss issues related to repayment of engineering costs.
6. Public Comment on City Budget
7. Discussion of Public Works Budget
The City Manager and Public Works Director will review the public works budget.
Discussion of City Hall and Administrative Budgets
The City Manager and other City Hall staff will review the Administrative Budgets.
9. City Clerk Salary (D&V)
10. Resolution of amendment to Prudential DB Retirement Plan (D&V)
Peg Strait will explain the purpose of the resolution.
11. Acceptance of dedication of property offered by Blouin and McCracken (D&V)
12. Appoint of Rich Donahey as representative to Green Mountain Transit Agency for an indefinite term (D&V)
13. Affirmation of previous adoption of public safety ordinance at second reading (D&V)

**CITY OF SAINT ALBANS PLANNING COMMISSION
RESOLUTION 2010-01
PROPOSED CITY OF SAINT ALBANS 2009-2015 CAPITAL IMPROVEMENT PROGRAM
CONSISTENCY WITH CITY OF SAINT ALBANS 2006 MUNICIPAL PLAN**

WHEREAS, the City of Saint Albans Planning Commission reviewed the proposed 2009-2015 Capital Improvement Program (CIP) for consistency with the goals and objectives of City of Saint Albans 2006 Municipal Plan; and

WHEREAS, the CIP provides designated funding for planned public improvement projects so that the City may continue to maintain public infrastructure, facilities, and equipment for satisfying community needs and help fulfill Municipal Plan goals; and

WHEREAS, the Planning Commission has determined that the CIP specifically supports the goals and objectives of the following sections of the 2006 Municipal Plan: Land Use, Utilities & Facilities, and the Downtown Master Plan Addendum; and

WHEREAS, the City of Saint Albans Planning Commission is the appropriate authority to review the CIP for consistency with the Municipal Plan; and

WHEREAS, a notice of public meeting was published in the December 29, 2009 edition of the Saint Albans Messenger to provide citizens with knowledge of the Planning Commission's pending review of the CIP.

NOW THEREFORE BE IT RESOLVED that the City of Saint Albans Planning Commission finds, after due study, that the proposed 2009-2015 Capital Improvement Program (CIP) is in conformance with the goals, policies and programs of the City of Saint Albans Municipal Plan; and

BE IT FURTHER RESOLVED that the Planning Commission of the City of Saint Albans hereby recommends that the City Council of the City of Saint Albans find the proposed 2009 Capital Improvement Program (CIP) is consistent with the City of Saint Albans General Plan.

AYES: 5

NOES: 0

ABSTAIN: 0

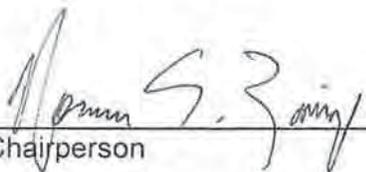
ABSENT: 0

RESOLUTION DECLARED ✓

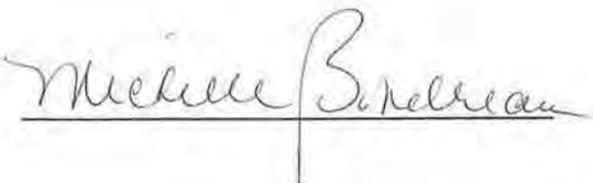
ADOPTED

DENIED

ATTEST:



Chairperson



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CITY OF SAINT ALBANS RESOLUTION

PROPOSED 2009-2015 CAPITAL IMPROVEMENT PROGRAM

WHEREAS, the City of Saint Albans, by virtue of having an adopted Municipal Plan with appropriate content, is authorized by Title 24 V.S.A. Chapter 117, Section 4443 to prepare and adopt a Capital Improvements Program to designate funds for planned public improvements to public infrastructure, facilities, and equipment necessary to maintain community needs; and

WHEREAS, the Saint Albans City Administration has prepared a proposed 2009-2015 Capital Improvement Program (CIP), which includes a budget of capital projects to be undertaken if Fiscal Year 2010 and a plan for capital projects to be undertaken for the fiscal years 2011 - 2015; and

WHEREAS, a notice of public hearing was provided to the Saint Albans City Clerk/Treasurer and Planning Commission Chair, and published in the December 29, 2009 edition of the Saint Albans Messenger to warn citizens of the Saint Albans City Council's pending review of the CIP on January 11, 2010; and

WHEREAS, on January 11, 2010 the Saint Albans City Council did conduct a public hearing on the proposed 2009-2015 Capital Improvement Program as required by Title 24 V.S.A. Chapter 117, Section 4443; and

WHEREAS, the City of Saint Albans Planning Commission reviewed the proposed 2009-2015 Capital Improvement Program (CIP) for consistency with the goals and objectives of City of Saint Albans 2006 Municipal Plan and the 2009 Downtown Master Plan Addendum, and made such finding of consistency at a meeting held on January 25, 2010.

NOW THEREFORE BE IT RESOLVED that the Saint Albans City Council approves the 2009-2015 Capital Improvement Program (CIP); and

BE IT FURTHER RESOLVED that the Saint Albans City Council hereby directs the Saint Albans City Clerk/Treasurer to record said approval in the official City records and directs the City Administration to proceed with execution of said 2009-2015 Capital Improvements Program.

AYES:

NOES:

ABSTAIN:

ABSENT:

RESOLUTION DECLARED :

ADOPTED

DENIED

ATTEST:



Mayor



Clerk/Treasurer

APPENDIX 4

**Northwest Regional Planning Commission
Confirmation of 2006 City of Saint Albans Municipal Plan**



155 Lake Street • St. Albans, VT 05478 • (802) 524-5958 • (800) 564-5958 • Fax (802) 527-2948

June 8, 2009

Jane Kiser
Community Development Director
St. Albans City Hall
PO Box 867
St. Albans, VT 05478

Dear Jane,

The Northwest Regional Planning Commission (NRPC) is pleased to support the application for Growth Center Designation being submitted by the City of St. Albans, as previously noted in our August 29, 2007 letter.

The City of St. Albans adopted their most recent municipal plan on September 27, 2006. In accordance with 24 V.S.A. Section 4350, the NRPC granted regional approval to the 2006 St. Albans City Plan and confirmed the City's planning process on September 27, 2006 (the same night).

Again, the Northwest Regional Planning Commission offers full support of the Growth Center Designation efforts and wishes the City of St. Albans the best of luck throughout the process.

Please feel free to call me if you have any questions or need further information.

Sincerely:

Greta Brunswick
Land Use Planner

APPENDIX 5

**Saint Albans City Council Resolution
Authorizing Submittal of 24 VSA §2791 Growth Center Application
*Adopted on April 12, 2010***

SAINT ALBANS CITY COUNCIL RESOLUTION

Authorizing Submission of Growth Center Designation Application

WHEREAS, the City of St. Albans, Vermont is seeking participation in the Vermont Growth Center Program and,

WHEREAS, the State of Vermont has made it possible for cities and towns to seek Growth Center designation under 24 VSA 2791, and,

WHEREAS, the City of St. Albans recognizes the need to invest in the community to ensure its success; and,

WHEREAS, the City of St. Albans desires to support the development of housing in the City in great neighborhoods; and

WHEREAS, the City of St. Albans became a designated downtown in 2004 and has supported the vitality of our downtown by encouraging economic development through support of the City's distinctive architecture, a pedestrian-friendly environment, local ownership and a commitment to community; and

WHEREAS, the City of St. Albans desires to support the enhancement of the infrastructure supporting commercial development in and near the existing designated downtown; and

WHEREAS, after seeking public input, the City Administration has recommended that an application be submitted to the State of Vermont for Growth Center designation; and

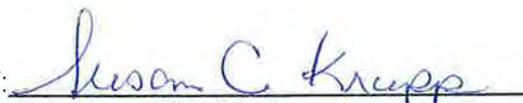
WHEREAS, it is necessary for the City Council to approve the preparation and filing of an application for Growth Center designation; and

WHEREAS, the City Council has reviewed the need for the proposed application and the benefits to be gained there from;

NOW, THEREFORE, BE IT RESOLVED, that the City of St. Albans City Council does hereby approve and authorize the preparation and filing of an application for the above-named plan; and that the Mayor is hereby authorized to sign all necessary documents on behalf of the City; and that authority is hereby granted to the Planning & Development Department to take the necessary steps to prepare and file the appropriate application for funds under this program in accordance with this resolution;

ADOPTED on this 12th day of April, 2010.

ATTEST:


City Clerk

The governing body of the City of St. Albans has authorized the above resolution dated 4/12/10



Martin Manahan, Mayor