

MICHAEL MONTE

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SUMMARY OF QUALIFICATIONS

Results and process oriented management and development professional with excellent leadership and organizational skills, with an extensive background in the following broad-based competencies:

PUBLIC ADMINISTRATION	MUNICIPAL GOVERNANCE	POLICY DEVELOPMENT
ORGANIZATIONAL MANAGEMENT	STRATEGIC PLANNING	ORGANIZATIONAL DEVELOPMENT
WATERFRONT REVITALIZATION	NEIGHBORHOOD REVITALIZATION	DOWNTOWN REVITALIZATION
NON PROFIT MANAGEMENT	COLLABORATIONS & MERGERS	ORGANIZATIONAL ASSESSMENTS
PUBLIC & PRIVATE PARTNERSHIPS	PROJECT MANAGEMENT	PROPERTY & ASSET MANAGEMENT

PROFESSIONAL EXPERIENCE

- 1993-Present** **Co-founder/Partner**
Burlington Associates in Community Development, LLC, Burlington, Vermont
National consulting firm providing assistance in planning, programming, and evaluation to municipal governments, state governments, and nonprofit organizations.
- 1999 - Present** **Director**
1989 - 1993 Community and Economic Development Office (CEDO), Burlington, Vermont
Directed the City of Burlington's award winning programs and policies in the areas of economic, housing, community and neighborhood development.
- 1983 - 1989** **Assistant Director**
Community and Economic Development Office (CEDO), Burlington, Vermont
Assisted the Director. Program responsibilities concentrated on waterfront planning and development, neighborhood revitalization activities, and citizen participation.
- 1982 - 1983** **Community Development Specialist**
Planning Department, Burlington, Vermont
Managed City's CDBG Program as well as relocation and acquisition procedures; developed and managed citizens' participation program; assisted in the development and management of Home Improvement Program and Rental Rehabilitation Program.
- 1983** **Community Development Specialist**
Department of Housing and Community Affairs, State of Vermont
Program Management staff for Vermont's Small Cities CDBG Program and the Vermont Futures Municipal Consortium Program. Assisted in the overall development of Vermont's Small Cities Community Development Program; field representative to three Vermont communities funded by an Emergency Employment Grant; developed and managed the Vermont Futures Municipal Consortium Program.
- 1978 - 1982** **Executive Director**
King Street Area Youth Program, Burlington, Vermont
Directed neighborhood based youth programs. Responsibilities included grant proposal writing and fundraising; budget management; program planning and development, staff supervision and training; public relations, and public speaking; and property and facility management.
- 1974 - 1976** **Executive Director**
Farnham Crisis and Counseling Center, Oswego, New York
Directed crisis and counseling center. Responsibilities included grant proposal writing, budgeting, record keeping and reports; program planning, development, supervision, and training; staff and volunteer supervision and training; publicity and public speaking.

COMMUNITY SERVICE

2000 - 2005	Lake Champlain Housing Development Corporation (Board Member)
2000 - 2005	Burlington Friends of Education (Steering Committee)
1998 - 2005	Greater Burlington Girls Soccer League (Soccer Coach)
2003 - 2005	Chittenden County Alcohol & Drug Alliance (Co-Chair)
2002 - 2004	Greater Burlington YMCA (Board Member, Vice President)
2002 - 2003	Vermont Italian Cultural Association (Board Member)
1994 - 1996	Burlington City Councilor (served on Waterfront Committee and Budget Task Force)
1989 - 1993	Downtown Partnership of Burlington (Co-Chair)
1989 - 1993	Burlington Community Banking Council (Co-Chair)
1976 - 1993	United Way of Chittenden County (Planning, Fund-raising, and Allocations)
1983	Burlington Community Land Trust (Incorporator)
1981 -1983	Mayor's Council on Youth (Member)
1977- 1982	King Street Youth Center, National Network of Youth Services, Spectrum Youth and Family Services (Volunteer)

EDUCATION

Bachelor of Arts

Goddard College, Plainfield, Vermont, 1979

Continuing Education

Seminars and training in waterfront development, marina development, grantsmanship, personnel management, total quality management, housing rehabilitation programs, budget management, program evaluation, and mediation

CEDO AWARDS AND RECOGNITION

1987	<i>National Award for outstanding leadership in citizen volunteerism</i> U. S. Conference of Mayors
1988	<i>Citation Award for the Burlington Urban Design Study</i> Progressive Architecture Magazine
1989	<i>Excellence on the Waterfront Honor Award</i> The Waterfront Center
1990	<i>Special Appreciation Award</i> Downtown Burlington Development Association
1991	<i>Finalist: Innovations in State & Local Government: Housing Programs</i> Ford Foundation / JFK School of Government
1993	<i>Citation Award</i> Northern New England Tradeswoman
1998	Best Practice Award: CDBG Advisory Board U.S. Department of Housing and Urban Development (HUD)
1999	Best Practice Award: McClure Multi-Generational Center U.S. Department of Housing and Urban Development (HUD)
2000	<i>Semi-Finalist: Innovations in State & Local Government: Community Justice Center</i> JFK School of Government
2002	<i>Community Impact Award: Burlington Truancy Task Force</i> United Way of Chittenden County
2002	<i>Best Practice Award: AmeriCorp*VISTA Program</i> Corporation for National Service
2002	<i>BNP - National Community Policing Partnership Award</i> MetLife
2003	<i>Best Practice Award: A*VISTA</i> National League of Cities and Town
2003	<i>The Guide to Doing Business Best Special Purpose Publication</i> The International Economic Development Council
2004	<i>Community Impact Award: Study Circles on Racism</i> United Way of Chittenden County
2005	<i>The Guide to Doing Business and Companion Disk Superior Award</i> Northeastern Economic Developers Association
2005	<i>Best Practice Award: Increasing Access To Affordable Housing</i> U.S. Department of Housing and Urban Development (HUD)
2005	<i>Award: First Response Team</i> Keep American Beautiful

Community and Economic Development Office

Illustrative Projects & Activities

- Led the City of Burlington's efforts in the area of economic and downtown development. Burlington continues to see economic growth, as measured by a number of indicators: continued job growth; continued growth in gross receipts and rooms, meals & alcohol taxes (and retaining our share of county receipts); and continued growth in property values, with a healthy tax base reflecting a healthy local economy.

Programs included: Technical Assistance for Business, Commercial Space Database, Business Loan Program, Business Call Program, and various business partnerships. CEDO uses a variety of tools in supporting development: the Brownfield program, Tax Increment Financing, Renewal Community tax credits, the Burlington Community Development Corporation, the Downtown Program, and transportation funding.

- Led the effort to create the Center for Community and Neighborhoods, a comprehensive civic engagement and quality of life effort that involved citizens in every aspect of community life.

Programs included: Neighborhood Planning Assemblies, Burlington Neighborhood Project, Community Justice Center, Neighborhood Grants Program, AmeriCorps*VISTA Program, Community Support Program, Neighborhood Improvement Night, Neighborhood Night of Successes, Foundation for Civic Engagement and the Hospitality Resource Panel.

- Provided leadership for the City's nationally recognized comprehensive housing policy.

Programs included: grants, loans, and assistance for buying homes, building affordable housing, doing home improvement and accessibility projects, improving apartment buildings, reducing lead paint hazards, and installing smoke detectors.

- Centrally involved in creating the conceptual and policy framework for the city's sustainable development efforts. Served as a member of the core organizing group that initiated the Burlington Legacy Project, which incorporated thousands of citizens in strategically planning the city's future and resulted in a long-term action plan for the community's economic, environmental, and social health.
- Developed and implemented effective outreach campaigns to bolster public support for issues such as tax increases, bonding authority, development initiatives, and changes to the city's charter.
- Authored the City's Waterfront Revitalization Plan (1990 and 1998) that guided the City's effort for the comprehensive redevelopment of the Waterfront, including a fishing pier, boathouse, bike path, parkland, public infrastructure, marinas as well as public private partnerships.
- Led the City's efforts in developing public private development partnerships, including:
 - Using Section 108, Tax Increment Financing and Certificates of Participation Lease financing, negotiated a Development Agreement that will result in a new 140 room hotel, 32 units of luxury housing, 30 market rate and affordable units, 460 additional parking spaces and 20,000 sq. ft. of commercial space.
 - Using Section 108 loan and the Burlington Community Development Corporation, negotiated a Development Agreement that will result in a 32 Units of Co-Housing, ½ affordable, and 3 acres of conservation land.
 - Using City owned land, Section 108 financing, Tax Increment Financing, and Brownfields money, negotiated a Development Agreement that resulted in becoming the first LEED certified residential project in the State of Vermont, and creating housing for 40 families and individuals.
 - Using City owned land, Section 108 financing and the Burlington Community Development Corporation, created opportunity for the establishment of a moderate sized cooperative owned full service supermarket in downtown Burlington.
 - Using City owned land, Section 108 financing and the Burlington Community Development Corporation, established a Development Agreement and Option to Purchase for Cornell Trading Headquarters, a national retailer.
 - Created Master Plan for a mixed use project for the development of the "Superblock", one square block in downtown Burlington.
 - Led City's efforts to establish Transportation Centers in the City's downtown and South End.
 - Using waste heat from a City owned wood fired power plant, secured permits for a non profit based Food Enterprise Center.
 - Negotiated Development Agreements for several other projects in the City, including housing, mixed use commercial and Non Profit owned Recreational Center.

Burlington Associates In Community Development

Services provided by Michael Monte

Areas of Specialty

Strategic planning
Nonprofit board training
Facilitation of staff & board retreats
Nonprofit collaborations & mergers
Organizational audits & assessments
Evaluation of collaborative networks
Neighborhood planning
CDBG policies & procedures
Economic development
Work-out plans for troubled projects
Property & asset management
Development: commercial facilities
Development: nonprofit facilities
Waterfront & CBD revitalization
Grantwriting

Clients

Addison County Community Land Trust/Addison County Community Action Group (Middlebury, VT)
Albany Community Land Trust (Albany, NY)
Burlington Co-Housing Group (Burlington, VT)
Burlington Community Land Trust (Burlington, VT)
Burlington Housing Authority (Burlington, VT)
Burlington Youth Employment Program (Burlington, VT)
Champlain Senior Center (Burlington, VT)
Champlain Valley Mutual Housing Federation (Burlington, VT)
Champlain Valley Office of Economic Opportunity (Burlington, VT)
Concord Area Trust for Community Housing (Concord, NH)
Covington Community Center (Covington, KY)
Holmberg Construction (Brandon, VT)
Homeownership Centers of Vermont (Burlington, VT)
Housing Vermont (Burlington, Vermont)
Hudson River Greenway (New Paltz, NY)
Institute for Community Economics (Springfield, MA)
Laconia Area Community Land Trust (Laconia, NH)
Lake Champlain Housing Development Corporation (Burlington, VT)
Milton Family Community Center/Town of Milton (Milton, VT)
National Gardening Association (Burlington, VT)
Neighborhood Reinvestment Corporation (Boston, MA)
New Hampshire Charitable Fund (Concord, NH)
Old North End Community Technology Center (Burlington, VT)
Renaissance Development Corporation (Huntington, VT)
Sawmill Community Development Corporation (Albuquerque, NM)
Scenic Hudson (Newburgh, NY)
Simeon Center (Hillsdale, NY)
Twin Pines Housing Trust (Hanover, NH)
The Schoolhouse (So. Burlington, VT)
Time of Jubilee (Syracuse, NY)
Trinity College (Burlington, VT)
United Tenants of Albany (Albany, NY)
Vermont Community Loan Fund (Montpelier, VT)
Vermont Energy Investment Corporation (Burlington, VT)
Vermont Housing and Conservation Board (Montpelier, VT)
Vermont Housing and Conservation Coalition (Montpelier, VT)
Vermont Housing Finance Agency (Burlington, VT)
Vermont Tenants Inc. (Burlington, VT)
Visiting Nurse Association (Colchester, VT)

Workshops, Seminars, & Trainings

Strategic Planning for Nonprofit Organizations, Institute for Community Economics (National CLT Conference), St. Paul, MN
 Strategic Planning, United Tenants of Albany, Albany, NY
 Economic Development Strategic Planning, Sawmill CDC, Albuquerque, NM
 Asset Management, Institute for Community Economics (National CLT Conference) St. Paul, MN
 Durham, NC
 Collaborations, Partnerships, and Mergers, Institute for Community Economics (National CLT Conferences), St. Paul, MN, Durham, NC
 Board Development Budgeting and Financial Planning, Covington Community Center, Covington, KY
 Property Management, Covington Community Center, Covington, KY
 Program Development Challenges In Rural Communities, Neighborhood Reinvestment Corporation, (National Training Institute), Denver, CO
 Systematizing Nonprofit Operations, Institute for Community Economics, (National CLT Conference), Durham, NC
 Board Development Budgeting and Financial Planning, Covington Community Center, Covington, KY
 Construction Management, Covington Community Center, Covington, KY
 Waterfront Planning and Development, Hudson River Greenway, New Paltz, NY
 Procurement & Contracting for Nonprofits, Vermont Housing & Conservation Board, Montpelier, VT
 Waterfront Planning and Development, Scenic Hudson, Newburgh, NY

Major Written Products Representative Examples

Economic Development Study; Vermont Community Loan Fund, Montpelier, VT (1994).
 Head Start Facility Grant Application, Champlain Valley OEO, Burlington VT (1994).
 CDFI Program Proposal and Business Plan, Institute for Community Economics, Springfield MA (1995).
 “Development Costs of Non Profit Housing” Study commissioned by the Vermont Housing and Conservation Board, Montpelier VT (1995).
 Early Head Start Program Grant Application, Champlain Valley Office of Economic Opportunity, Burlington VT (1995).
 Implementation Grant proposal for Milton Family Community Center, Town of Milton VT (1995).
 Market Study -Downtown / Affordable / "Special Needs" Housing in St. Albans City; Lake Champlain Housing Development Corporation, Burlington VT (January, 1995).
 Project Development and Operating Pro-Formas - Food Shelf Buidling/BCLT (1995).
 Request for Proposals - Architectural Sevices; Milton Family Community Center (1995)
 Request for Proposals - Construction Management Sevices; Food Shelf Buidling/BCLT (1995).
 Request for Proposals - Legal Services; Madison Area CLT (August, 1995).
 Request for Proposals - Marketing Services: Madison Area CLT (August, 1995).
 Business Plan for Institute for Community Economics Revolving Loan Fund (1996).
 Childhood Development Program Grant App., Burlington Children’s Space, Burlington VT (1996).
 Economic Development and Supportive Services Program Grant Application, Burlington Housing Authority, Burlington VT (1996).
 Merger Agreement between Champlain Valley Mutual Housing Federation and Burlington Community Land Trust, Burlington VT (1996).
 Merger Study, Addison Co. Community Land Trust and Addison Co. Community Action Group, Middlebury VT (1996).
 Section 811 Grant Application, Burlington Community Land Trust, Burlington VT (1996).
 Supportive Services for the Elderly and People with Disabilities Grant Application, Burlington Housing Authority, Burlington VT (1996).
 Designated Housing Allocation Plan - Burlington Housing Authority (1997).
 Request for Proposals - Architectural Sevices; Housing Vermont (1997).
 Asset Management Plan, Laconia Area Community Land Trust, Laconia NH (1997).
 Business Plan for Jubilee Homes / Time of Jubilee, Syracuse NY (1997).
 Policy Manual, Laconia Area Community Land Trust, Laconia NH (1997).
 Project Development Pro-Formas - Jubilee Homes, Syracuse, NY (1997).
Status Report on the 1990 Waterfront Revitalization Plan Burlington, VT: 1998.
Urban Renewal Plan for the Waterfront Revitalization District Burlington, VT: 1998.

City Of Burlington

Honors and Accolades

- June 1988** Tied for first place as Most Livable City by *U. S. Conference of Mayors* for populations under 100,000 (Portland, OR for larger cities.)
- June 1991** Voted "Best in the Northeast" by *Inc.* magazine in its "Best Cities for a Growing Business."
- 1993** Featured in book "*50 Fabulous Places to Raise Your Family*" by Lee and Saralee Rosenberg.
- June 1993** Rated best place in the nation for raising children by the group *Zero Population Growth*, Washington, D.C.
- November 1993** Listed in a survey entitled "Top 10 Best Cities for Running a Home-Based Business" in *Home Office Computing* magazine.
- June 1995** Ranked second by *Zero Population Growth* of the 10 best places in the nation to raise children.
- June 1995** Topped list of seven "Dream Towns" by *Outside* magazine
- September 1995** One of five cities listed in *N. Y. Times Sunday Magazine*: "The rise of the college city; the best new place to live."
- 1995** "A Good Place to Live" by Terry Pindell (*A Good Place to Live: America's Last Migration*)
- 1996** One of "The 100 Best Small Art Towns In America" (#7) by John Villani (*The 100 Best Small Art Towns in America*)
- February 1996** Cited as one of the seven best retirement areas by "*New Choices, Living Even Better After 50*" magazine
- June 1996** Ranked as the seventh-hippest arts town in "*100 Best Small Art Towns in America*" by John Villani (1996, John Muir Publications)
- April 1997** Ranked sixth best "family-friendly" place in the nation by *Reader's Digest*
- April 1997** Burlington's Church Street Marketplace is one of five national winners of the *Great American Main Street Award* from the National Trust for Historic Preservation.
- 1997** One of "10 Great Places to Raise a Family" by *Parenting* magazine
- 1997** One of 25 Most Livable Cities in America (with populations under 100,000) by *U. S. Conference of Mayors*
- May/June 1997** Ranked No. 4 of "America's 10 Most Enlightened Towns" by *Utne Reader* magazine
- May 1997** "Burlington: Northern Light" (*Nation* magazine)
- May 1997** *USA Weekend*: One of four outstanding getaway locations in Northeast
- November 1997** Ranked No. 3 of "Best Cities in U. S. for Women" by *Ladies Home Journal*
- 1997** "A Latte Town" by the *Weekly Standard* ("The Rise of the Latte Town")

May 1998 Cited "One of 15 Best Walking Cities in America" by *Walking* magazine

October 1998 Ranked No. 4 "Best Beauty Spots" by *Ladies Home Journal*

January 1999 Burlington No. 5 "Boomtown, 75 top cities to start a business" (behind Seattle, Austin, Las Vegas, Denver) *Point of View* magazine

June 1999 Ranked No. 1 for "Families that love outdoor sports" by *Outdoor Explorer* magazine, premier issue.

October 1999 One of 10 "College Towns Worth A Visit" - *Princeton Review*: "The Best Colleges."

November 1999 Ranked No. 1 - "Top Ten Cities To Have It All" - by *Arts & Entertainment TV*.
Runners-up: Chapel Hill, NC, Austin, TX.

March 2000 One of America's Ten Fittest Cities for Women", *Health Magazine*

May/June 2000 One of "50 Best Places to Live," *Maturity Magazine*

November 2000 Burlington #7 "of the healthiest places for women to live" *Self Magazine*

August 2001 Ranked No. 1 "Kid-Friendly" smaller city [100,000 - 2 M Metro] for quality of life.
Zero Population Growth

October 2002 Burlington #2 "Happiest," and #4 "Healthiest" city for women, *Self Magazine*

April 2003 Burlington named "One of the 50 Best Places to Live" and "Editor's Pick in the Northeast" by *Men's Journal* magazine

April 2003 Burlington named "One of America's Dozen Distinctive Destinations" by the National Trust for Historic Preservation

May/July 2003 Featured in "Secrets of Successful Cities" in the *Hartford Courant*

June 2003 Burlington named "One of the Five Best Places to Live and Ride" by *Bike* magazine in its June 2003 issue.

March 2004 Burlington named #7 small city in the country for doing business by *Inc.* Magazine.

April 2004 Burlington is one of five U.S. cities to receive *Delicious Living* magazine's "Impressive City Award" for its "exceptional efforts toward sustainable living."

2005 Ranked as the "third-funkiest city in the world" by British Airways' magazine *Highlife*

June 2005 Burlington was number 12 among the top 25 small cities in *American Style Magazine's* "Top Arts Destinations" for 2005.

Community and Economic Development Office

Abbreviated Milestones and Timeline

1983

CEDO founded Revolving Loan Program for business launched
Home Improvement Programs launched (resulting in rehab of 650 units to date)
Neighborhood Planning Assemblies created

1984

Burlington Community Land Trust (BCLT) founded
Fair Housing Ordinance passed
E-Z Access Program (grants to businesses for wheelchair modifications) established

1985

One mile of public shoreline expanded in the New North End
VT Energy Investment Corporation launched
Pine Street Arts & Business Association formed
Residential Accessibility Grants program started
Lake Champlain Housing Development Corporation rental rehab program started

1986

STEP-UP for Women created
Security Deposits Ordinance passed
New Zoning for Waterfront adopted

1987

CEDO and the Chamber of Commerce launch the Convention Bureau
Condominium Conversion Ordinance passed
Apartment Inspection Fee Ordinance passed
Retirement System creates \$1million credit line for BCLT
South Meadow built (148 units) Heineberg Senior Housing built (80 units)

1988

Community Boathouse completed
Firehouse Family Shelter established
Bike Path completed
Housing Trust Fund created
Women's Small Business Program established

1989

VT Venture Capital Fund established
Community Banking Council created
Housing Replacement Ordinance passed
Northgate subsidized apartments saved from going condo (336 units)

1990

Waterfront Revitalization Plan adopted
\$11 million Energy Conservation Bond issued
Inclusionary Zoning Ordinance passed (resulting in 150 affordable homes to date)
St. John's Hall opens

1991

Waterfront Park created
Relocation of the Naval Reserve begins
Waterfront Urban Reserve purchased
Recycle North founded
Vermont Businesses for Social Responsibility established

1992
VISTA Program initiated
Federal HOME program initiated

1993
Wheeler School Community School created
Winooski River Walk trail begins
Flynn Avenue Housing Co-op built (28 limited equity units)

1994
Church Street top block renovated
Micro loans to 68 businesses total \$160,000
Thelma Maple Housing Co-op built (20 units)

1995
Burlington Neighborhood Project created
Enterprise Community Designation established; \$3 million to the Old North End
Citywide AmeriCorp*VISTA Program created
New buildings for Food Shelf, Legal Aid, and COTS

1996
Community Support Program established
Brownfields program launched (\$200,000 EPA grant)
Pratt & Whitney and Avitron locate in Airport Industrial Park

1997
Time of Sale Energy Efficiency Ordinance passed
First Old North End Spring Up held
Rose Street Artist Co-op built (12 units)
\$5.4 million Section 108 loan guarantee funds secured from HUD
101 College Street (64 units for elders and disabled) preserved
CEDO Economic Development Program receives HUD "best practices" award
RePAIR Program launched (75 apartments rehabilitated by 2004)

1998
"America Reads" AmeriCorps*VISTA Program established
Community Justice Center created
Filene's parking garage project secures \$1 million EDA grant funds

1999
Vacant Buildings Ordinance passed
Park Place Co-op built (34 units)
Community Outreach Partnership Project (with UVM) created
Business Refugee Resource Guide published

2000 Burlington's CDBG Board recognized as national "best practice"
Rental application fees banned
First Neighborhood Improvement Nights held (over 500 people participate)
Filene's Department Store opens
City-UVM Agreement signed

2001
McAuley Square housing for seniors, students, and single parents opens (74 units)
Vt. Transit bus barns converted (25 affordable apartments & commercial space)
City receives Downtown District designation
CEDO publishes "Guide to Doing Business in Burlington," wins international award
Community Justice Center joins CEDO
First Response Team created
BNP wins National Met Life Community Police Partnership Award
First Annual Neighborhood Night of Successes held

2002

Renewal Community designation
40 neighborhood associations up and running in Burlington
City Market opens

2003

Alternative Justice Program launched
Study Circles on Racism initiated
ECHO opens on Lake Champlain
General Dynamics expands
\$1.5 million HUD grant for Lead Paint Program
Voters approve increased notice for lease terminations and rent increases

2004

BCLT & Housing Vermont create 40 mixed income apartments on waterfront
HUD designates Burlington one of five national cities studied for performance measures

2004

Sustainable Communities international conference held
Lake Street Extension rebuilt
Center for Community & Neighborhoods (C-CAN) created
Offender Reentry Project created