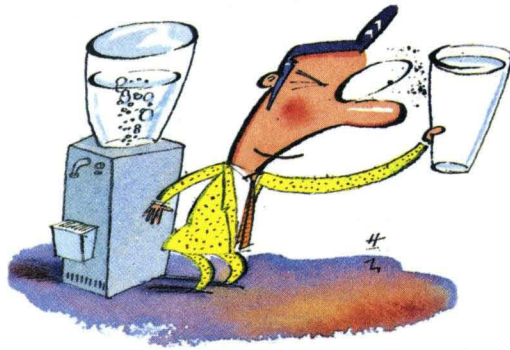
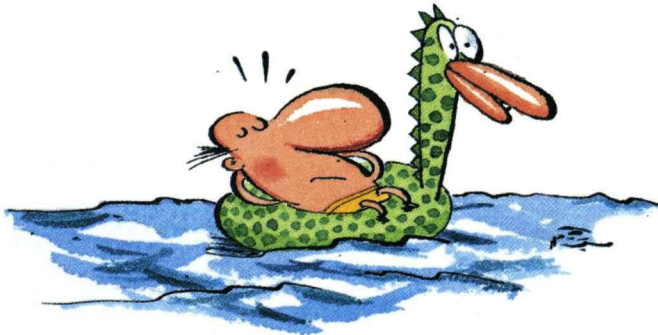


APPENDICES

CAPITAL CAMPAIGN



LAKE CHAMPLAIN BASIN SCIENCE CENTER



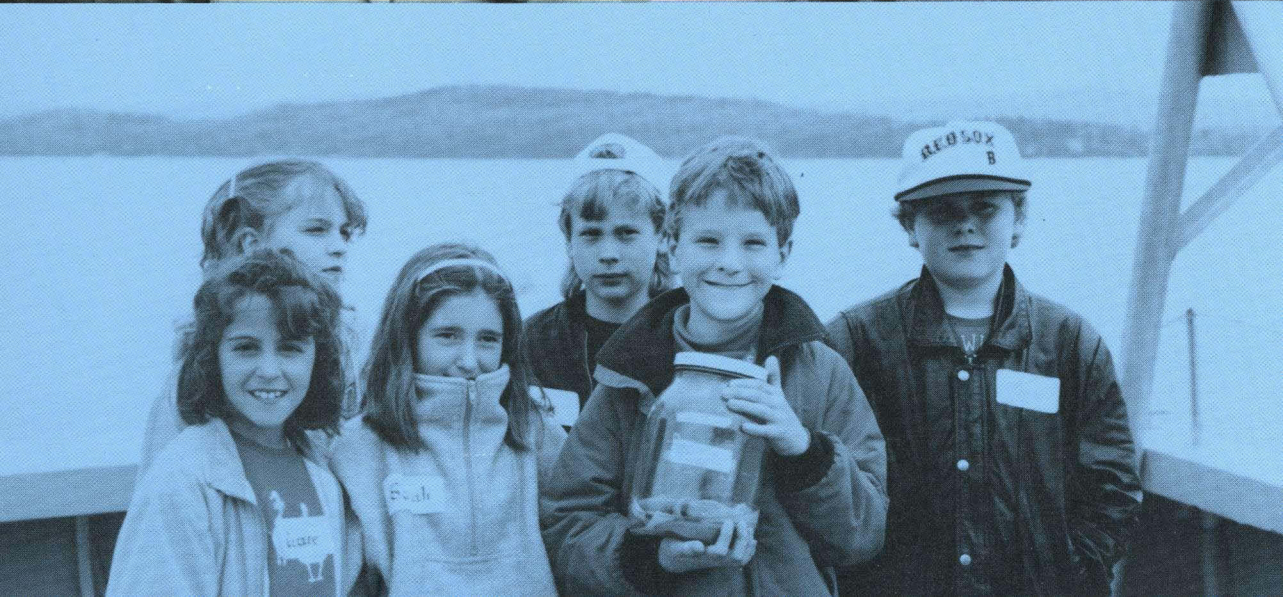
CAPITAL CAMPAIGN



It grows sugar maples, tulips and tomatoes. It fills our lakes and rivers and seas. It's rain and fog, ice and snow. Farmers need it and children need it; spaghetti, washing machines and toothbrushes need it. It's home to trout and a livelihood for a ferry boat captain. It comes in waves and ripples, trickles and tears, stormy or as smooth as glass. Upon it you can skip a stone, ten times if you're good. You can skate it, row it, sail it, swim it, motor it, fish it, dive it and most of all, drink it. Drink it with a wedge of lemon. Drink it pure. You and I are mostly water. Seventy-five percent, give or take.

In an effort to preserve this vital and fragile resource within the Lake Champlain basin, we are seeking financial support to construct a world-class research facility and public education center on the shores of Lake Champlain in Burlington.

This project is dedicated
to the water in all of us.



We are drawn to water. Drawn to the way it holds the sunset on a long August evening. Drawn to the way it slaps the hull and dashes over beach stone and back again in a rush. We have always been drawn to Lake Champlain. A perfect

place for us. Long enough for a sailboat voyage and deep enough to frighten us. It's full of quiet coves and misty islands and wide open horizons. It's why people first came here and have always stayed.



2

2

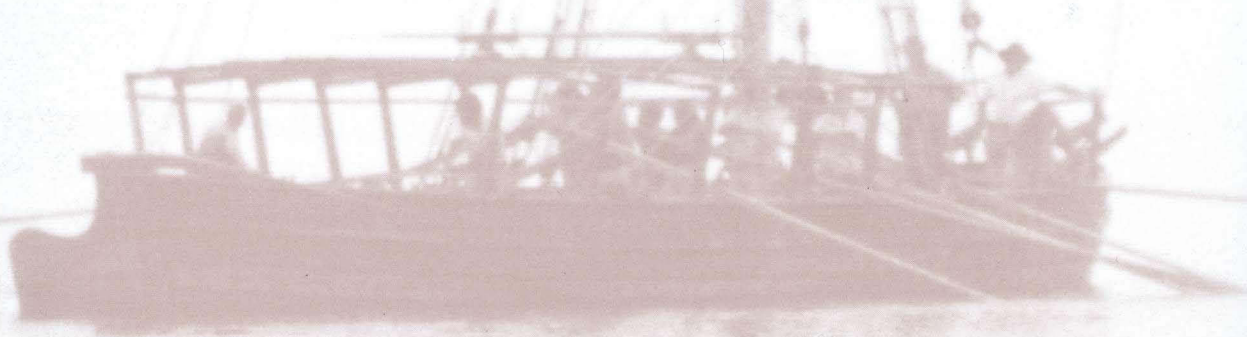
H I S T O R Y

Did you know that Paleo-Indians were the lake's first inhabitants about 12,000 years ago? Did you know that over 10,000 years ago a

mile-high chunk of blue glacier carved the basin of Lake Champlain and that Arctic whales and woolly mammoths lived

here? The history of Lake Champlain is not the stuff of dry, dusty volumes. It's rich, full of fact and legend. Sit beside the shore and

imagine Abenaki tribes, settlers, Redcoats, steamships, trade and lumber, and a monster named Champ.



It's a bold concept. A waterfront laboratory that conducts world-class lake studies in state-of-the-art facilities with the unique opportunity for the public to watch and participate. You'll be able to look on as research scientists conduct on-site lake exploration. Seeing "science in progress" will help the visitor understand the role and relevance of scientific discovery in our lives.



3

3

C U R R E N T R E S E A R C H

Researchers are excited about their continuing work on Lake Champlain, the

sixth largest natural freshwater (by volume) body in the U.S. They see it as the finest lake

model there is, one of the best test tube lakes on earth. The lake's basin is huge compared

to the size of the lake itself. It makes Lake Champlain a unique study ground.



The natural setting of the Adirondacks and the Green Mountains, with the broad, blue waters of the lake, acts like a vast magnet. People from everywhere come. Again and again. The statistics are staggering – over six million tourists visit the Lake Champlain basin annually; more than 600,000 people live here and one-third of those depend on the lake for drinking water; in 1993, visitors spent \$2.5 billion in the region; manufacturing contributed \$2.8 billion to the economy.* How do you put a price on something so priceless?



What will you give me for this lake?

* According to The Operation for Action, Draft Plan, October 1994; Lake Champlain Basin Program

R E C R E A T I O N

A family trims the sails on a 25-ft sloop as the wind carries them to nearby Burlington harbor. From the bow of his canoe

the birdwatcher

focuses

binoculars

on the common

tern nesting on Popa-

squash Island.

Below the

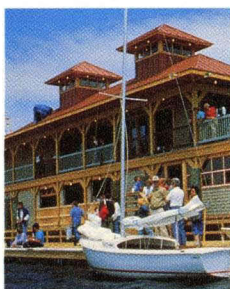
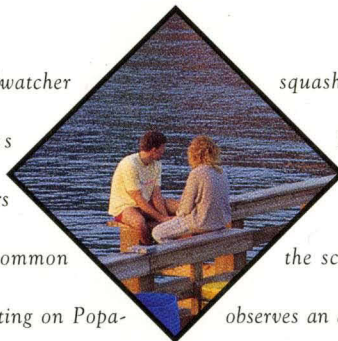
surface,

the scuba diver

observes an active and alive underwater world.

Hundreds of bikers,

walkers, joggers and in line skaters cruise the bike path in search of fresh air, exercise, sun on their backs, and the lake.



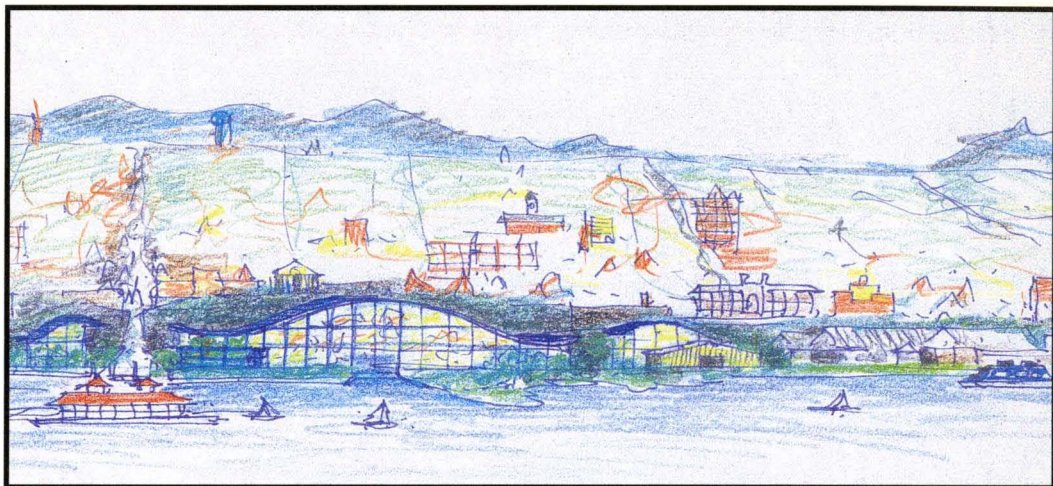
LAKE CHAMPLAIN IS A BIOLOGICAL SOUP. A COMPLEX YET BEAUTIFULLY EVOLVING ECOSYSTEM, SELF-SUSTAINING AND ENDURING, WITH PEOPLE PLAYING A CENTRAL ROLE. AND EVERY NEARBY HABITAT – FOREST, WETLAND, RIVER, ISLAND, MOUNTAIN – POURS ITS SHARE OF INGREDIENTS – GOOD AND BAD – INTO THE LAKE.

5

5

S T E W A R D S H I P

OVER 90% OF THE WATER ENTERING THE LAKE COMES FROM RIVERS AND STREAMS RUNNING THROUGH SMALL TOWNS, PASTURES AND BACKYARDS IN 8,234 SQUARE MILES OF LAND. EVERY CITIZEN IN THE DRAINAGE BASIN CAN PLAY A PART IN PROTECTING THEIR LOCAL WATER RESOURCE. LAKE CHAMPLAIN IS WHAT WE PUT INTO IT.



It will be made from glass, and stone steps embedded with lake fossils. Visitors will be met by the sounds of

falling water. Exhibits will interpret scientific research . The Center will be alive with music, art and science. This multifaceted

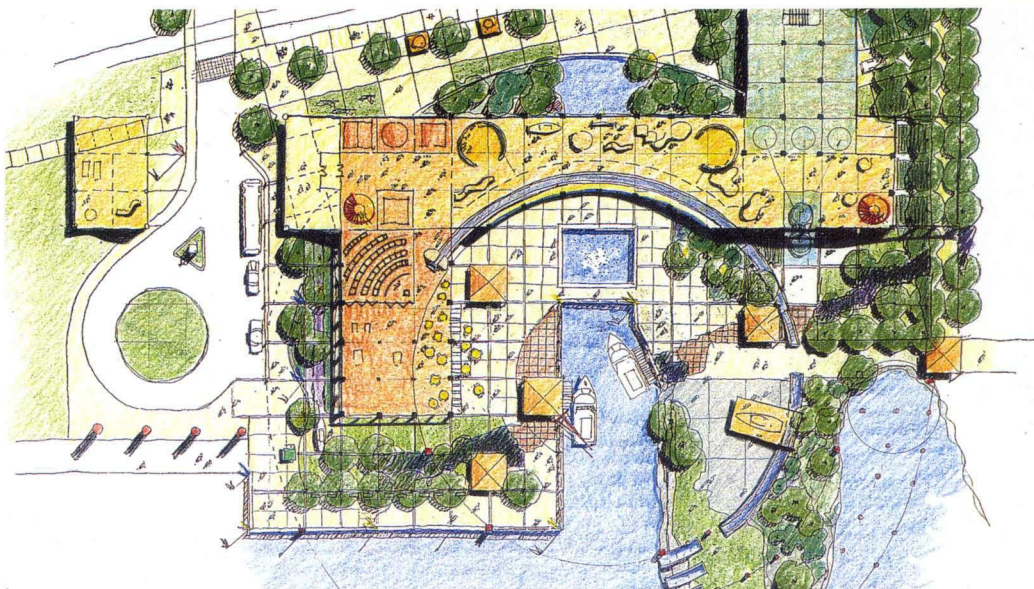
center will delight families, engage school children and fascinate tourists. For more than ten years, people have dreamed about a place

devoted to the research, education and celebration of Lake Champlain.

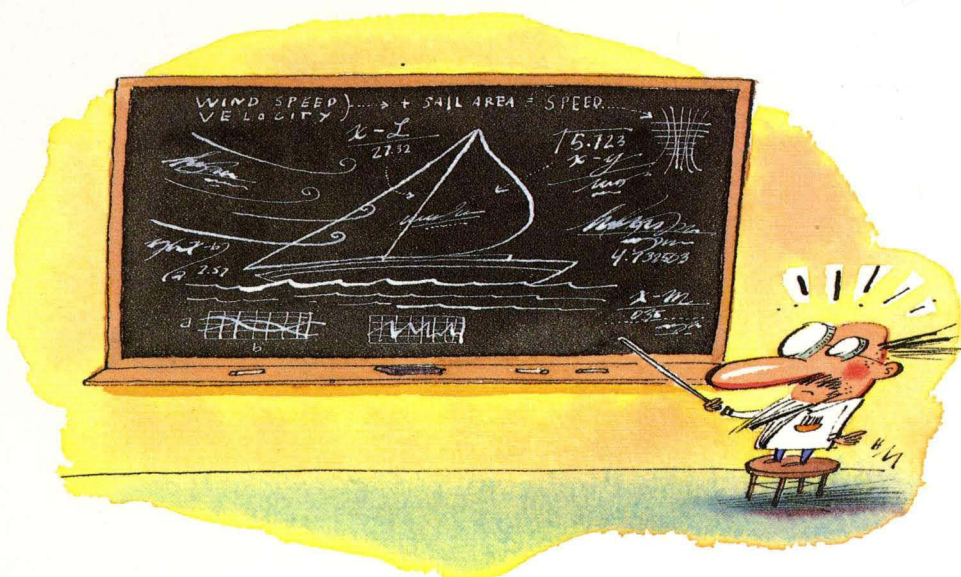
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6

T H E S I T E



The future home of the Lake Champlain Basin Science Center lies at the foot of College Street along the lakeshore. This magnificent location is bordered by an eight-acre public park, downtown Burlington, and the ferry dock. The building, with its dramatic design and dynamic site, is destined to become a major attraction in the Northeast.



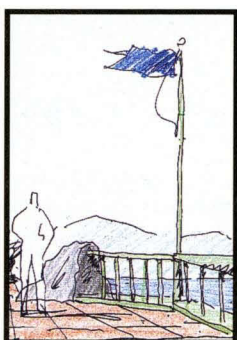
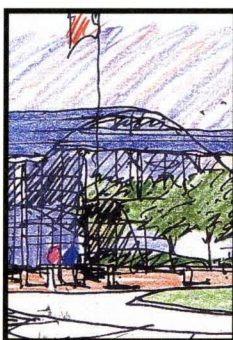
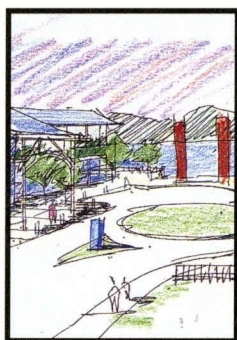
The mission of the Center is to educate visitors about Lake Champlain basin ecology, history and culture in a dynamic hands-on environment. You'll learn here by taking chances, having fun, discovering new ways to think or see. You'll be able to interact with scientists as they analyze a water sample from the lake or you can follow the course of a rain drop from the summit of Mt. Marcy to the surface of Malletts Bay.

7

7

P R O G R A M S

Engaging exhibits, both permanent and rotating, will highlight water as a vital resource and our relationship with the lake as it changes through time. Visitors might explore a sunken ship through a remote



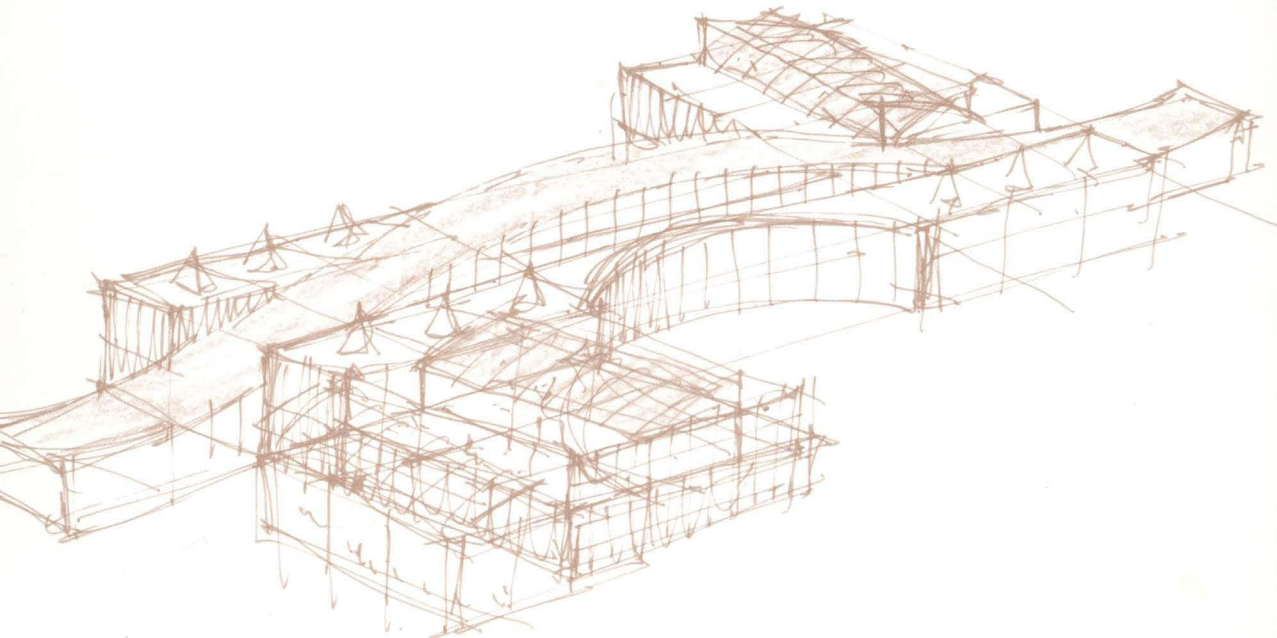
underwater video camera or feel a tankful of lake sediment. The Center's open and animated atmosphere will lead us to consider our role as stewards of this fragile land and water.

THE EFFORT TO MAKE THE LAKE CHAMPLAIN BASIN SCIENCE CENTER A REALITY SPANS MORE THAN A DECADE. A COMBINATION OF GRASSROOTS ENERGY AND PUBLIC AND PRIVATE FINANCING WILL BE THE REASON FOR THE SUCCESS OF THIS PROJECT. ON OPENING DAY IN 1996, THIS TEAM SPIRIT WILL CULMINATE IN A PROJECT THE SCALE AND SIGNIFICANCE OF WHICH HAVE NOT BEEN SEEN BEFORE IN THIS REGION.

P A R T N E R S H I P S

WE NEED YOU.

THE CENTER CANNOT BE BUILT WITHOUT YOUR HELP.



WHY BUILD THE CENTER NOW?

After years of negotiations, the Navy has agreed to move from its current waterfront site in July 1995. There has been public consensus for many years that a lake-related research center should be created on this site. UVM's lake research lab is expanding and needs to be closer to its research vessel, the *Melosira II*. With the lake at a water quality crossroads, what better time for the people of New York, Quebec and Vermont to come together to launch this project?

WHAT IS THE LEGAL STATUS OF THE LAKE CHAMPLAIN BASIN SCIENCE CENTER?

The LCBSC, Inc. has filed for tax-exempt status. A six-member board of directors creates policy and guides the progress of the Center. Members of the board represent the three principal players in this effort: the general public, the City of Burlington, and UVM. Three new board members will be added every six months, up to a total of eighteen members. This assures for dynamic and vigorous leadership.

HOW MUCH WILL THE CENTER COST?

To complete all the work of the capital campaign – design and construct the building, landscape the site, buy exhibits, create programs, outfit a science laboratory, develop staff – will cost an estimated \$9.7 million.

HAVE ANY FUNDS BEEN RAISED TO DATE?

Senator Patrick Leahy was instrumental in raising the first funds – a federal Housing and Urban Development grant of \$1.5 million. The Center has also already received support from the federally funded Lake Champlain Basin Program and local foundations.

WILL THE CENTER BE IN COMPETITION WITH OTHER EDUCATIONAL PROGRAMS IN THE AREA?

No. In fact, the Center will serve as a gateway to other museums, events, natural areas, cultural sites, attractions and educational opportunities in the Lake Champlain basin, contributing to the spirit of partnership that is at the heart of this project.

WHO WILL BE RESPONSIBLE FOR THE DAY-TO-DAY OPERATION OF THE CENTER?

An executive director will be hired once construction begins and will ultimately supervise a staff responsible for programming and building maintenance.

WHAT WILL BE THE SOURCE OF FUNDS FOR FUTURE OPERATING COSTS?

The Center will attract funding from a variety of sources. There will be ongoing research support from private and public foundations. Support will also come from the general public by way of admission receipts, memberships, space rental and gift shop sales. Corporate and private contributions might fund rotating exhibits. Centers of this kind often receive federal, state and municipal support as well. UVM expects to pay for the lab's operating costs from an endowment dedicated to that purpose.

HOW WILL CAPITAL FUNDS BE RAISED?

There will be several major gift opportunities. For gifts in excess of \$1 million, a donor's name will be prominently displayed in the entrance hall, wings of the building or program exhibits. Endowments are another gift opportunity for donors who wish to maintain long-term support of the Center.

WHAT ARE SOME POSSIBLE PROGRAM EXHIBITS?

- The story of how the Lake Champlain basin was formed.
- The life contained in a single drop of water, as the beginning of a complex food web.
- An aquarium with Lake Champlain creatures.
- The history of Burlington Harbor and the stories of people who have come to this great lake.
- The role and function of wetlands in the basin.
- Boat-building demonstrations and programs.
- Interpreting current lake research.
- UVM's research vessel, the *Melosira II*.
- The power of water – in a summer storm or as it erodes shorelines and reshapes rivers.
- Current topics in the Lake Champlain basin such as zebra mussels or phosphorus run-off.

The list is just beginning . . .

WITH SPECIAL THANKS FOR THE VISION, DEDICATION AND EFFORTS OF MANY INDIVIDUALS FROM THE UNIVERSITY OF VERMONT, THE CITY OF BURLINGTON, THE LAKE CHAMPLAIN BASIN PROGRAM, OTHER MUSEUMS AND NONPROFIT ORGANIZATIONS, AS WELL AS EDUCATORS AND THE PEOPLE OF THE BASIN. AS WE LAUNCH THIS PROJECT, WE KNOW THE LIST IS JUST BEGINNING . . .

CURRENT BOARD OF THE LAKE CHAMPLAIN

BASIN SCIENCE CENTER:

Roxane Leopold, *President*

Rayburn Lavigne, *Treasurer*

Arthur Sanborn, *Secretary*

Lawrence Forcier

George Little, Jr.

Jane Nesbitt

Feel free to contact any of the board members.

THIS CASE STATEMENT WAS MADE POSSIBLE

WITH GENEROUS CONTRIBUTIONS FROM:

KaiserDicken, *Design*

Stephen Swinburne, *Copy*

Hal Mayforth, *Illustration*

Martha deLyra Barker, *Illustration*

Tony Sini, *Illustration*

and the architectural design team of John Anderson, Robert

Holdridge, Ted Montgomery, and Keith Wagner

FOR ADDITIONAL INFORMATION CALL:

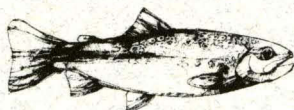
Project Coordinators

Sarah Muyskens

656-8030

Betsy Rosenbluth

865-7178

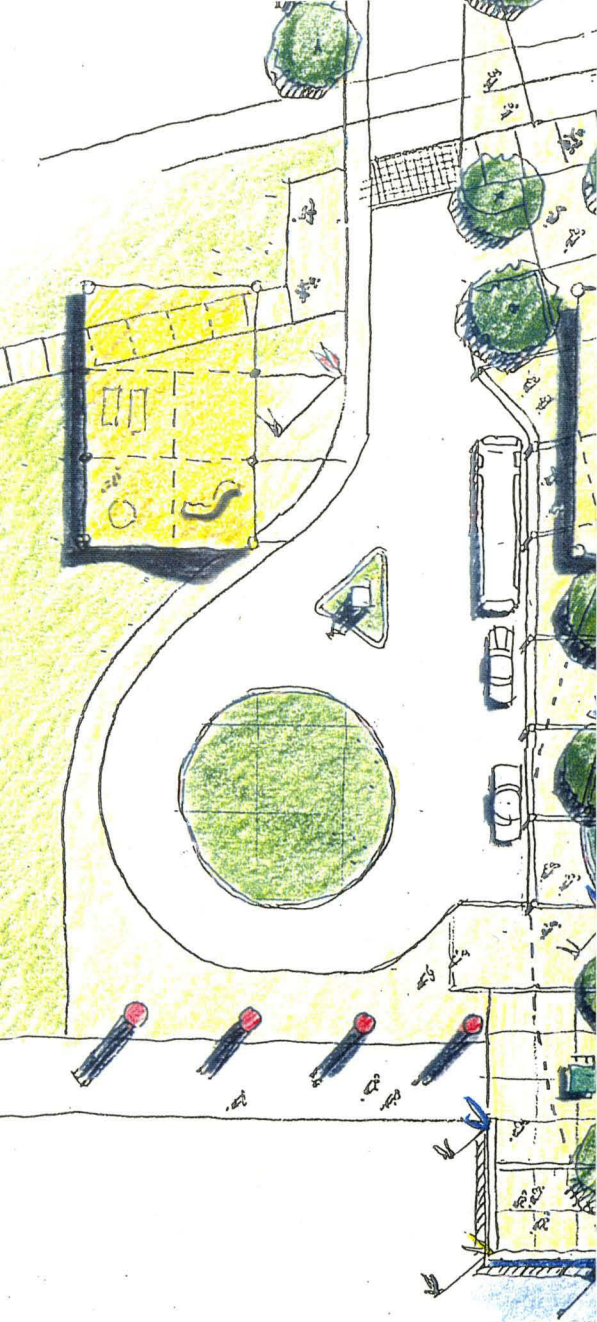




C H E E R S

LAKE CHAMPLAIN BASIN SCIENCE CENTER

411 MAIN STREET
BURLINGTON, VERMONT 05401
802-656-8030



Please join us for a special preview
of the design and program for the
Lake Champlain Basin
Science Center.

A light brunch will be served.
Afterwards, there will be several
architectural presentations and we
will hear from Senator Leahy
about his vision for the
Science Center.

+

The Boathouse
Burlington Waterfront
(Bottom of College Street)

11:00 to 1:00 PM

Sunday

November 20th, 1994

+

Space is limited so please make
your reservation by calling

Lisa Beaulieu

at 656-3229 no later than
Friday, November 11th.

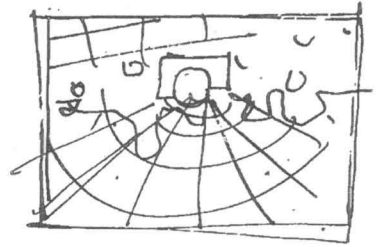
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Cover photograph is the existing Naval
Reserve Facility, bottom of College Street
in Burlington.

+

LAKE CHAMPLAIN BASIN
SCIENCE CENTER





LAKE CHAMPLAIN BASIN
SCIENCE CENTER



CONTRACT

CED PROJECT CONTRACT

FOR THE

LAKE CHAMPLAIN BASIN SCIENCE CENTER

DECEMBER 1993

A. BACKGROUND

Development of the Lake Champlain Basin Science Center is based on the needs and desires of the residents of Burlington, Vermont, as expressed over the last 8 years. *How?* As the project moves forward, its success will depend on how well those needs and desires of City residents are addressed. *What are the stated needs & desires?*

The project will be carried out by forming a new nonprofit corporation whose Board of Directors represents the many partnerships in the community brought together for this project. Founding members of the Board now include community leaders representing youth, the arts, science, the Vermont Community Foundation, environmental organizations, Vermont's U.S. Senator Leahy, several Vermont museums, the University of Vermont, City government and Burlington's low income neighborhoods. Subcommittees of this initial Board also include representatives of education, the Lake Champlain Management Conference and the private sector. Once the project concept has been agreed on, further participation from business, banking and industry, local foundations and educational institutions will be sought.

The founding Board has been asked by the City of Burlington and the University of Vermont to take the next steps in the project's development. The group is hesitant to take a full leadership role in the project until there is a formal agreement between the City, the University and Senator Leahy to the project concept plan. Each week Board members appear more comfortable in their role in the group, more clear as to the Board's identity and more determined to see the project through. *At the Board meetings*

From the beginning, my role has been the staff person to the Board and the point person in the City on this project.

B. PROBLEM STATEMENT

If no solution is found, then the 40,000 residents of Burlington will lose future public access to a precious community resource on the Lake Champlain waterfront, which will only exacerbate the privatization of the waterfront for exclusive purposes.

C. GOAL STATEMENT

The goal of Burlington's waterfront revitalization effort is to create an exciting, year round community resource that balances open space with development, protects our historic and natural resources, complements and enhances the City's downtown and residential neighborhoods, promotes alternative transportation and is accessible to both residents and visitors regardless of income, age or background.

The Lake Champlain Basin Science Center is a flagship project in this revitalization effort.

D. PROJECT PRODUCT

The End of Project Status will be a ribbon cutting on July 4, 1996 for the Lake Champlain Basin Science Center. The Science Center will be a self supporting, nonprofit public education and research facility of the highest quality, dedicated to educating visitors about the Lake Champlain basin ecology, history and culture in a dynamic, hands-on environment. Through exhibits, education and outreach programs, research, and site design, the Center hopes to serve several functions including: encourage reflective thought on our role as stewards of the lake basin and what choices we can make to guide the future; open a window to science in progress; foster new partnerships in the basin between policy makers, researchers, nonprofits, business, educators and public advocates and; promote lifelong learning and offer a fun dynamic experience for all families.

E. OUTPUTS

- * A new, incorporated, functional 501(c)(3) organization *arrangement w/ State* to develop, manage and oversee the Science Center. *There is some common ground between Adirondack & Sherbrooke Village Museum for a shared membership reduced fee, marketing etc. I know Adirondack has*
- * A signed agreement for the project between the City of Burlington, University of Vermont and the Science Center Board of Directors. *The Museum of Science is another obvious possible resource & they are in a consortium of science cent*
- * A successful Capital Campaign *Debra Harty may be helpful here as well as Paul Hinkle*
- * Integrate scientific research with an interactive public museum
- * A comprehensive Science Center program that in focusing on the ecology, culture and history of the Lake Champlain basin, teaches all age visitors the significance of our stewardship of the lake basin and how our actions guide the future
- * A successful membership drive
- * Annual debt service on municipal revenue bond covered (financially self supporting project)

Has anyone run the financial projections to determine how feasible this is?

- * Completed construction of a new 39,000 s.f. facility
- * A completed feasibility study indicating how the project will be successful

F. INPUTS

- * Contract Economic Feasibility Study
- * Complete conceptual building and site design
- * Complete final building and site design
- * Complete bid documents
- * Hire contractor to begin construction
- * Develop program and exhibits; complete operating and capital budgets
- * Raise \$10 million
- * Hire staff and museum consultants
- * Garner political and public support
- * Secure planning and predevelopment funds
- * Launch grass roots public campaign
- * Develop publicity materials
- * Develop management contract between City, University and nonprofit with performance standards to meet public need.
- * Secure partnerships with private business, museums, environmental organizations, educational institutions and government
- * Complete Project Concept Plan

G. IMPLEMENTATION PLAN

See attached timeline

H. MINIMUM OBJECTIVES

The attached timeline shows the progress we hope to make in the project by the end of next calendar year. Essentially, I hope to have the nonprofit organization fully functioning and empowered, with personnel on board. I hope to be well into the Capital Campaign with clear signs of success. I hope to have all of the design work done for the building, programs and exhibits.

**LAKE CHAMPLAIN BASIN SCIENCE CENTER
Timeline**

- | | |
|---|---------------------------|
| 1. Secure Partnerships in Science Center | December 1993 - June 1994 |
| 2. Begin Raising Start-up Funds | December 1993 |
| 3. Complete Program Concept Plan | January 1994 |
| 4. Memorandum of Agreement Signed Between City, University and Science Center | February 1994 |
| 5. Contract Feasibility Study | January - March 1994 |
| 6. Complete Concept Drawings for Exhibits | March 1994 |
| 7. Payment Due to Navy (\$200,000) | May 1994 |
| 8. Hire Project Manager/Director | June 1994 |
| 9. Sign Management Contract Between City, University, and Science Center | June 1994 |
| 10. Develop Publicity Materials | June 1994 |
| 11. Launch Capital Campaign | June 1994 |
| 12. Complete Conceptual Building and Site Design | June 1994 |
| 13. Complete Final Building, Exhibit and Site Design | November 1994 |
| 14. Complete Construction Bid Documents | January 1995 |
| 15. Navy Vacates Burlington Facility | April 1995 |
| 16. Final Payment Due to Navy (\$200,000) | April 1995 |
| 17. Begin Construction | April 1995 |
| 18. Exhibit Build Out | November 1995 |
| 19. Ribbon Cutting | June 4, 1996 |

Insert
Past
Milestones

PROJECT SUMMARY SHEET

(12/12/92)

My Name: Betsy Rosenbluth

Name & Description of the "community": The 40,000 residents of the City of Burlington, Vermont

Program Goal: The goal of Burlington's waterfront revitalization effort is to create an exciting, year-round community resource that balances open space with development, protects our historic and natural resources, complements and enhances the City's downtown and residential neighborhoods, promotes alternative transportation, and is accessible to both residents and visitors regardless of income, age or background.

Problem Statement:

If no solution is found, then the 40,000 residents of Burlington will lose future public access to a precious community resource on the Lake Champlain waterfront, which will only exacerbate the privatization of the waterfront for exclusive purposes.

Project Purpose:

to create the Lake Champlain Basin Science Center at the site of the Naval Reserve Facility, which will integrate ongoing research in the Lake basin with hands-on interactive exhibits and programming accessible to a diverse public. The Center will place special focus on opportunities for children as the future caretakers of the basin, with a philosophy of education as an agent of change.

Expected Outputs:

- 1... A new.. incorporated functional 501(C)(3). organization.....
- 2... A signed agreement between the City, the University, and new non-profit...
- 3... A successful \$10 million capital campaign.....
- 4... A new 39,000 square foot Lake Champlain Basin Science Center facility.....

Status Report on the Lake Champlain Basin Science Center

February, 1994

1. Board Development - The Board finally hit a wall of frustration this month as the University (UVM) administration continues to sit on the fence on the project. I am trying to get the Mayor to give the University a deadline for being in or out of the project. Thus the Board's work is on hold, although several members have requested a negotiation with an outside facilitator to move the project forward. The Board needs a clearer sense of the project's feasibility as structured, before formally incorporating.

We hope to begin searching for a Director (6 month process?) and undertaking a fundraising and market feasibility study.

2. The University - So far the project has required two acts of Congress, tripartisan support on City Council, voter approval and moving the United States Navy and we still have no commitment from UVM. That about sums it up!

3. Certainly one of the most challenging tasks will be to determine the roles of the various partners. We have a lot of thinking to do on this matter. For instance, will the existing museums we hope will participate in programming also participate in the fundraising? Will they have Board representation? What will the City's role be to insure ongoing public benefit? etc. I know of some joint ventures in this area with government and a nonprofit, but never with this many players.

4. We have not gone "public" yet in a big way since we were waiting to line up some major funders first. However, I am beginning to think that maybe we should reverse the Capital Campaign to have the grass roots effort first, hoping to attract big donors once the momentum of the broad based support is there.

5. I am looking for alternative financing for the cost of the land (\$600,000). We have approval for a revenue bond but this burdens the museum with the annual debt service.

Status Report on the Lake Champlain Basin Science Center
April 16, 1994

SUMMARY

In January, the Board completed their Concept Plan for the Lake Champlain Basin Science Center. This vision called for a new 39,000 s.f. facility at an estimated cost of \$10 million. After several joint meetings of the fundraising committee and the University's development office, it became clear that we needed a back-up plan to raising the full \$10 million by April of 1995, the date that we acquire ownership of the property. This plan has taken the form of a phased project with a revised timeline.

FINANCING

Capital Budget - We are continuing to look for the full \$10 million although we are phasing the project based on the financing available. It looks as though the University research component will be easiest to secure federal funding, and we have a potential donor for the K - 12, hands-on laboratory. I am doing some work to "cultivate" major donors and we have a Committee looking at grant sources. They have already done a spin search for foundations and have targeted several federal sources with the help of our Senator. The Committee is working towards a fundraising or development plan.

Operating Budget - I completed a projected operating budget based on data from existing Vermont museums and the Association of Science and Technology Centers. This is a pretty preliminary stab at operating costs, given that the program is still in the conceptual stages. The \$700,000 figure seems reasonable for now and includes a \$1 million endowment.

Debt Financing - The cost to the City of the Navy's relocation is \$600,000. This is essentially the acquisition price for the property. The City has always looked to finance this portion through a revenue bond, with the promise that the project will not cost taxpayers one penny. The City anticipated covering the debt service through lease payments from tenants. However, it is possible that strapping the museum with an additional \$70,000 yearly payment won't work. This is the most immediate problem for me. The University and the Board want the City to "come to the table" with these costs covered. The City recently sold a bond anticipation note for \$765,000 to cover the payments to the Navy (\$200,000 each year) and various other costs. Potential revenue sources I am looking at include: leasing the existing building for several years before building the museum; capture the income from adjacent parking lots and transient dock slips; charge the University for a ground lease; add the cost to the fundraising goal.

Start Up Costs - We secured our first grant, \$25,000, from the Lake Champlain Management Conference, who also stated their interest in being partners in the project. This might lead to future federal

funding (they hopefully will be reauthorized by Congress with another \$5 million for their task of creating a pollution prevention, control and management plan for Lake Champlain). Through some political maneuvers, I was appointed by the Governor to serve on the Management Conference (as with most things, a blessing and a curse). The remaining start up costs I have proposed to be shared equally between the City, University and the Board.

DESIGN

Our architects are working in a "team" with the University's architect to revise the original concept drawings for a phased approach. The biggest issue is the tension between the 1 building/2 building scenario. The University would just as well have its own, separate building. We want one building housing both research and public uses to emphasize our goals of partnerships and making research accessible. Soon, we will have to figure out how to involve the public in the building design. We hope to finish the concept drawings and have them mounted on a sign in front of the Navy by summer. We are also working on a model, multi-media or video project to begin a public relations push.

COMMUNITY INVOLVEMENT

Board - We need to incorporate the Board as soon as possible (although the Vermont Community Foundation has agreed to manage our funds). We just added a new member with a great fundraising capacity. The Board is generally just meeting in subcommittees (Program, Fundraising and Partnerships), although since I am the only staff person, the meetings are too far between. It is still most unclear as to how we will structure the many partnerships in the project.

City Council - Since a new Council was elected, we have been lobbying to bring them along. They will need to agree on 3 key issues: the financing plan, the University's ground lease in perpetuity (with performance standards) and the building location.

Public - There have been several points in the history of the project when the public was informed or involved; in 1990 when voters approved a Waterfront Revitalization Plan, in 1991 when voters approved revenue bonds for the project and in 1992/3 when we went to each Neighborhood Planning Assembly with a project update. It is time again to start the public campaign.

PROGRAM

The vision for the Science Center is completed. For the summer we are trying to generate some excitement on-site. The Board is debating (rather tensely) whether they are ready to have boatbuilding activities and seminars or stick to public information about the design and concept. I am looking into designing some signage, a kiosk display, brochure, model and multi media presentation (video) for the summer.

TIMELINE

Originally we were trying to meet the April 1995 timeline for when the property reverts to City ownership (and I finish CED!). This is now extended at least 1 year, dependent on the fundraising success and lack of staff time. I need to revise the timeline ASAP.

PARTNERS

We have been focusing entirely on the partnership with the University, planning to then leverage other partners, second. I had my first adversarial meeting with a local children's museum that feels threatened by the project. This made it clear that we needed to begin clarifying the structure of all the partnerships. We do have the Lake Management Conference signed on for this year.

SHORT TERM STRATEGY

1. Cut the project into phases
2. Start generating excitement/ownership in the "public"
3. Work through City Council
4. Begin on-site programming
5. Develop publicity materials
6. Pursue federal grant sources first, get University Development office on board.
7. Get predevelopment agreement signed with the City and UVM - the "public handshake."
8. Start cultivating major donors (the Leahy Center ??)
9. Figure out financing scheme for City's share
10. Incorporate the Board
11. Begin connections with school systems
12. Pursue any necessary feasibility studies - are they needed?

BARRIERS/ISSUES/OBSTACLES

1. Too many cumbersome partners - what will partners' roles be?
2. When to hire Executive Director ? or Project Manager ?
3. Whether to do feasibility studies.
4. How do we let the University build first and still maintain the public pieces. How to have phasing keep the excitement.
5. Past history of museums never happening - funders don't believe it yet.
6. How can City pay for relocation and parking?
7. Extension of timeline - rent the building
8. Can we raise this much money (\$10 million) ?!
9. Overwhelmed - no support in the Administration, no back up, I lose confidence, biggest project I've ever done.

Lake Champlain Basin Science Center
Status Report
May 1994

DESIGN

Much of my energy over the last month has been in negotiating a site plan with the University. In general, they prefer a separate building and the City prefers a single building. This is the one outstanding issue until we can launch the public information campaign.

We are discussing the best approach for public input and are considering a live, call-in public access T.V. show to gather public input on design elements before we complete concept plans.

FUNDING

The University has lined up at least one major donor, and board members are cultivating others. Our newest board member is pivotal to our fundraising success, and he seems ready to participate full steam. I was able (so far) to include the project in the Strategic Plan for the City's Enterprise Community application to the feds. We have lined up several federal sources, will be writing those applications this summer and Senator Leahy is willing to cash in some political chips on this one.

We are still in desperate need of predevelopment funds to pay for staff, design, etc.

HELP!

Being swamped with the Enterprise application this month, I have not been making enough progress on the financial and action plans. I still am ambitiously hoping to have a signed predevelopment agreement with the University and press conference by July.

Lake Champlain Basin Science Center
Status Report
June 1994

POLITICS, POLITICS, POLITICS - a good deal of time has been spent this month solidifying our political support. Presentations to the City Council, Waterfront Committee and Finance Board are underway and we hope to gain authorization to sign a Memorandum of Agreement and a land lease between the City, Board of Directors and University. This will launch our capital campaign this summer for phase I: \$6 million.

BOARD RESOLUTION - the Board of Directors reached consensus on a recommendation to house the research and museum in a single, new facility. This has ended the discussion, for the time being, that the University would build a separate facility. The Board also has chosen to raise an additional \$800,000 to "buy" the City out of the project by covering their cost of relocating the Navy.

MONEY - we have targeted the National Science Foundation for a grant this summer. The Senator's staff is working on several other federal options. I have been writing the project into the strategy for the "Enterprise Community" federal application. A local developer (now on the board) has been approached and is interested in a substantial gift (\$500,000 ??). We have now designed the project into phases, with a phase 1 goal of \$6 million.

STAFF - I had hoped to have additional staff hired, soon. However, until the MOA is signed and the fundraising begins, I will continue to be the sole staff support.

In general, we seem to be moving again on the fast track after the last board meeting. Having the University ready to go and a developer willing to fundraise has energized the group. Hopefully we can keep going with this momentum.

Lake Champlain Basin Science Center
Status Report
June 1994

Lake Champlain Basin Science Center
Project Update

July 1994

The Board has made several decisions this month, to move the project forward. First is to establish a negotiation process between the University, nonprofit and the City to arrive at a land lease and management contract for the facility. My role, most importantly, is to insure that the public's needs are met in perpetuity, including both physical and economic access and strong ties to the adjoining low income neighborhoods. I will also be developing the grass roots fundraising effort while others focus on the larger donors. I have not yet found any good relevant examples of documents to borrow from. other than some predevelopment agreements between the City and the University regarding housing students on campus.

The Board has also decided to spend their first grant funds on publicity materials, a boat building program and to hire staff to focus on exhibit and educational materials.

The adjoining low income neighborhood (Old North End) has had several hearings on the City's Enterprise Community application to the federal government which included the science center project. The discussions were very supportive towards the science center as providing opportunities for youth, general apprenticeships, nontraditional education (especially science training for girls), and science related jobs. The community in general has supported funding an educational coordinator to focus on pulling these programs together for the Old North End, as a viable neighborhood revitalization strategy. There is always concern that this project does not serve tourists at the cost of local residents, that the University not call the shots and a demand that there not be any economic barriers to fully utilizing the facility regardless of one's income.

Tomorrow (July 6) we have our first formal press conference announcing the status of the project to the media and general public.

I am optimistic about the project but nervous that because of the size of the capital campaign goal and where the money will come, that the project does not appear elitist or relinquish control away from the broader community. I also need to better involve different ethnic groups, particularly the Abenaki community.

Lake Champlain Basin Science Center
Project Update

September 1994

A lot of progress has been made in the last few months on the Science Center and it looks as if it might even be built some day soon (not by January, however). Here is a summary along with some of the more pressing issues:

Design - The design team is working well together and they seem to complement each other's strengths. The University architect is finally articulating the broader vision and designing laboratories that integrate with the museum in a single facility. Concept drawings will be completed by November 1 and the cost of this stage of design has been shared equally between the University, the Board, and the City. The architects will then come to a halt until the program and exhibits are designed. In general, the 36,000 s.f. facility is being developed as an exhibit itself, where even the mechanical and plumbing systems will be exposed and labeled as demonstrations. State-of-the-art energy conservation measures will be used and the existing building will be recycled as much as possible before demolition. The building is meant to be accessible and inviting, both physically and visually, and reflect the overall theme of stewardship of our resources.

Timeline - The fluid timeline has changed once again, although it remains ambitious for the size of our fundraising goal. Concept drawings will be done in November, along with logo, brochure and our first fundraising event. By March, the program should be further detailed so that by summer of 1995 drawings can be completed. We hope to begin landscaping the site this summer and ceremoniously tearing down the 12' chain link fence on August 1. Then an 18 month construction season allows us to open the doors by New Year's 1996.

Fundraising - We recieved our second grant and first major gift of \$1.5 million !! Senator Leahy secured the funding through HUD Special Projects. These funds will be used to buy out the City's debt (\$800,000), and fund the design components and demolition. We are still hoping that the Lintilhac Foundation will match this grant. We are preparing another \$2.5 million request to the feds through the National Science Foundation. This will leave us with \$4.5 million to raise for the entire project, although we can probably complete Phase I for another \$1 million. The best news is that the Board hired a fundraising consultant, part time until June. This relieves my burden as staff for the project and really accelerates the project. The University is offering free office support -- this kind of UVM support has been unprecedented in any past community project.

Negotiations - The team representing the three partners have been

negotiating everything from land lease to program elements. They formally incorporated themselves as the legal Board of Directors, rendering the existing Board irrelevant. This had me worried over process, although the existing board agreed to this arrangement. The new Board operates on consensus which means any partner can block a decision. I am urging them to expand as soon as possible from 3 to 6 members. We have also gotten them to agree to empower a program subcommittee to develop the museum components. This will be a broader, public process. We have missed our deadline of a signed MOA between the partners by October 1, but we are moving in good faith.

Public Participation - I have not figured out how to keep the general public involved in the project at this phase. This winter I will probably do alot of outreach to neighborhood/civic groups about the concept. I do not know how to best meet our ambitious deadline for program development while keeping the process open.

Lake Champlain Basin Science Center

November 1994

- UPDATE -

I. Board Development - Some of my fears regarding the lack of public representation on the nonprofit board have been addressed. The compromise is that the current board of three (representing City, nonprofit, University) will immediately add three members. (It was easy to have a hand in selecting these, to better even out the board). Then every three months the board will add three more members until the final goal of 18 members is met. This seemed to make the University most comfortable (one step at a time!). The three new members represent science research, the adjoining low income neighborhood, and a well respected businessman who has just completed a successful capital campaign for a consortium of low income housing nonprofits. The board continues to operate by consensus and the chair is excellent.

II. Staff - In addition to the fundraiser hired in September, the board has "bought" my time on contract, at least three days per week, to coordinate the program and exhibit development. I am flattered to have been asked and excited to do the most fun part of the job, but also am suffering severely from "imposter syndrome" i.e. what do I know about museum exhibits?? This seems such a typical insecurity of women - maybe we should talk about it in our project group ?

III. Program Development - I am spending most of my time traveling to other science centers, and talking to everyone I can find in the field. The hardest step is outlining a process for the program committee to follow to arrive at our March deadline for an exhibit plan. In this process, I have to figure out the best way to plug in public participation; how to deal with the participants who are there for political reasons, not their expertise and; when to best bring in professional consultants.

Here is my first crack at it:

1. Program Committee meets to determine who to add to the group, confirm the process, define their mission, accept a timeline, develop criteria for determining what we include or not in the Center, and review all work to date so we are not starting from scratch and can benefit from past public input.

2. Meet with as many consultants, professionals, and other similar places to determine what outside help exists and who we are looking for, what we like and don't like.

3. Using our criteria, determine priority areas to include in the Center - what is the story we want to tell, what message do we

want visitors to walk away with? What are the most relevant subjects for achieving our mission?

4. Bring in national consultant(s) to help translate our concepts into a comprehensive exhibit plan and work with the architects on a program driven building design.

IV. Fundraising - We are still trying to leverage the HUD grant of \$1.5 million with a private foundation match. We have our first fundraiser November 20, a brunch with Senator Leahy to look for our \$1 million individual donor. The brochure went to the printer (great design!). We will not go public with the campaign until we secure this next \$2.5 million. Later this year we will be looking for \$2 - 4 million from the National Science Foundation. I am hoping that Clinton's Enterprise Community designation will mean something for us in seeking other federal money -- and that Cisneros keeps his job until we get the designation!

V. Negotiations - We are still ironing out the land lease, ownership and management details. Two sticky points are who will pay for parking and upgrading the waterfront infrastructure (sewers, stormwater, etc). This is a larger City issue that this Mayor is incapable of making progress on. Do I help and make him look better for the next election? Yech!! Also, I am looking for public guarantees -- remain affordable, accessible, board membership, etc.

VI. Philosophy - I spent some time with a low income neighborhood advocate discussing my concerns about the project meeting community development goals. She gave an eloquent (I wish I had recorded it) statement about how this project was a community building project to bring all kinds of people together and forge some pride and identity in Burlington. She was offended that people keep saying, "poor people are worrying about where to eat next, not a museum," as if she doesn't deserve or care about other issues - even though she may never show up at a meeting. Her vision sees a very tight connection of the science center with "at risk" teens (as employees, teachers and mentors), an alternative for girls to learn science, a resource for struggling local schools, a positive environment for parents to be with their kids, another employer and a way to bring the Old North End together with other parts of the City. As idealistic as it may be, she will work hard with me to insure that the neighborhood has a lot of input and ownership in the project.

We are still searching for a better name than the Lake Champlain Basin Science Center (zzzzz...) Any ideas?

CONCEPT
PLANS

**DRAFT
FOR DISCUSSION
PURPOSES ONLY**

**LAKE CHAMPLAIN BASIN SCIENCE CENTER
PROJECT SUMMARY**

September 9, 1994

A Lake Champlain Basin Science Center has long been envisioned by the citizens of Burlington. When the U.S. Navy agreed to vacate its Burlington station by 1995, an ideal site for the Center became available. Planning for the project was immediately set in motion. A group of interested and knowledgeable citizens formed an advisory board in May of 1993 to move the project forward. The advisory board, in partnership with the University of Vermont and the City of Burlington, have created a new non-profit Vermont corporation working toward a ribbon cutting for a Lake Champlain Basin Science Center in 1996.

PARTNERS

The availability of the Lakefront site has created a unique partnership to take advantage of all opportunities between the citizen's group, interested primarily in public education about the Champlain Basin, the University of Vermont, interested in badly needed lake and water research facilities, and the City of Burlington, interested in expanded public access to the Lake. The partners, recognizing the possibilities for dynamic interaction among their respective interests, are engaged in a creative process to result in a facility enabling interaction between research and education and between public exhibits and the use of science to understand and solve natural resource problems. Senator Patrick Leahy is playing an important role as well, in bringing to focus on this site the objectives and resources of the Federal programs dedicated to the conservation of, and education in, the Champlain Basin and its natural and human environments.

FACILITY

The Lake Champlain Basin Science Center will be housed in a new facility, expanding on the existing footprint of the U.S. Navy building on the Burlington waterfront. Research and public exhibition areas will integrally link current research with public education and decision making. The integrated facility will make science research more understandable to the public and challenge the perception that science is unapproachable or mysterious, when in fact research often reflects the same discovery processes we use in everyday life.

The Lake Champlain Basin Science Center will:

- * offer a fun, dynamic, year round destination for families;

- * serve as a gateway to the Lake Champlain Basin and its many and varied resources;
- * create a window to UVM science in progress through exciting, hands-on exhibits and programs related to the University's research activities;
- * foster partnerships among citizens, students, policy makers, scientists, businesses and educators interested in Basin issues;
- * publicize and inform visitors of the many and varied programs offered by other Vermont and New York museums and science education centers;
- * show case the University of Vermont and Lake Champlain Research Consortium and promote understanding and exploration of the Basin's ecosystem and its people; and
- * encourage us to reflect on our role as stewards of the Lake Champlain Basin, and its human and natural resources.

PURPOSE

Lake Champlain is a beautiful and vital resource enjoyed by all who visit, live and work in this region. As an active playground, historic site, transportation route, base for industry, source of drinking water, and a magnificent feature of our landscape, in many ways we draw our sustenance from Lake Champlain.

The future of the lake and the future of the City itself, depends on increasing our understanding of these precious waters, their ecosystem, and our role within this system. This is why the prospect of a Lake Champlain Basin Science Center has long been the focus of enormous public interest.

The Science Center will provide exciting hands-on learning experiences for all age groups. As an important asset for local schools and community education, the Center will offer scientific, cultural and environmental education in an exciting, non-traditional format. Integrating a hands-on, interactive museum and a state-of-the-art research facility will provide exciting opportunities for making science and scientific research accessible and relevant to our everyday life.

The Science Center is a flagship project for Burlington's waterfront revitalization. It embodies a dynamic partnership between the City, the University, researchers and citizens to bring economic growth, expanded public access, valuable educational opportunities, and an improvement in the quality of life for the region's residents and visitors, regardless of income, age, ability or lifestyle.

PROGRAMS

Entering the Lake Champlain Basin Science Center should be an extravaganza for the senses. Science is the physical world, and we experience that world through our senses. When a visitor's first reaction is "wow!", then we have opened the door to accessing science. Upon first arriving, visitors will be greeted by a large, colorful, open space that maximizes the wonder of the Center and draws visitors of all ages immediately to the activities before them. The sound, feel and draw of falling water will be integrated into the design.

The Science Center will be used around the clock, seven days a week, all days of the year. Daytime school activities, evening lectures, morning and evening adult education classes and programs, after-school youth clubs, weekend boat building and festival events, both indoors and outdoors, are some of the ingredients that can keep the Center a vibrant destination. The Center is situated in one of the most exquisite locations in the Lake Champlain Basin: a stone's throw from the water's edge with an eight acre public park to the north, downtown Burlington to the east, and the Lake Champlain Ferry and other lake related uses to the south.

The building will be designed to take advantage of its lakeside location by relating the learning inside to the world outside through glass walls, windows and observation decks. The exterior will also make the activities of the Center visible from the outside. In good weather, the Science Center can open up and spill out onto the lakeshore. The Lake Champlain Science Center building will itself serve as an exhibit. Local materials will be used wherever possible. For example, stone used in the building could display rich fossils and other unique geologic features of the area.

Interior structures can serve as a fascinating learning experience. Even the most mundane structures--electrical, ventilation or wastewater--can be used to visibly demonstrate energy conservation and how technology works. The building will translate the most common experiences into discoveries.

INTERACTIVE EXHIBITS

The theme of the Lake Champlain Basin Science Center can be captured in the journey of a drop of water. It falls as a raindrop as we watch a storm front from the rooftop observation deck. We can peer at the life it holds within, under a giant microscope. We can learn about its powerful erosive qualities as we manipulate streams of water running through a muddy sediment tank. We can uncover magical sunken treasures that lie beneath the water's surface through remote video cameras. The raindrop joins forces to power industry, and then as waste, we follow its path through wetlands that filter it clean.

We can discover that a drop of water was once part of the Champlain Sea, whose story is told in delicate fossils. Water creates a home for turtles and loons, lamprey and trout, zebra mussels, mayflies, pond lilies and cattails. Through joint Lake Studies laboratory and Center exhibits we can observe and engage with researchers that search for the balance of these creatures in a fragile, ecosystem. Research microscopes can even be equipped with cameras so that visitors can watch microscopic life come alive on a video screen while research is in progress. Other exhibits will deal with efforts to protect the delicate balance of life within the Lake, particularly as it interacts with humankind. Problems of phosphorous run-off can be interpreted through a large topographic model with a recreated watershed that shows how run-off from one part of the lake may affect other portions of the lake, as well. Lake Champlain has many features unique to the basin. For instance, the phenomenon of prolonged southerly winds on the lake causes water levels to rise on northern shores, creating a tidal effect.

The integration of science with social history, and our changing relationship with the lake through time will be a central theme to exhibits and programming. For example, looking at the layers of the lake's bottom provides a window to these changes from our industrial era. Evolving shorelines through history reflect changing land uses and planning for our waterfront from lumber to transportation to housing or recreation. Research on the effects of acid rain in our northern forests raises crucial questions regarding social policy. The Science Center promises to encourage critical thinking on these connections.

Burlington harbor and Lake Champlain also have unique cultural resources. Exploring the sunken ships in Burlington harbor tells us not only a story of our history, but how that history is revealed in the field of underwater archeology. To accomplish this, visitors could enter a rebuilt submarine connected with a remote underwater video camera to an underwater archeological site. Visitors can then "fly" through the underwater site while the images project onto the submarines windows. Exhibits can also tell the story of the Lakeshore's development from the early days of Native Americans, soldiers and settlers, to entrepreneurs and immigrants, and up to the present time.

The exhibit space will be the main visitor area and also serve as a multi-purpose space for other events and activities. It will incorporate both permanent and rotating exhibits and programs so that repeat visitors will always make new discoveries.

RESEARCH LABORATORIES:

The Lake Studies Laboratory will provide the basis for programs for science in progress. The Lake Studies Laboratory will support the work of leading scientists from the University of Vermont, the Lake Champlain Research Consortium, and other institutions around the

country. The information generated will provide policy makers with vital information for addressing current water quality issues and for maintaining the overall health of Lake Champlain and fresh water ecosystems worldwide. The creation of the Laboratory to support the work of lake studies experts and collaborating scientists will be a significant step towards our knowledge of Lake Champlain.

The Lake Studies Laboratory will be at least 8,000 square feet of research facility with special laboratories, classroom space, and supporting structures.

A K-12 hands-on laboratory will be programmed for all age groups. The importance of science is not just the discovery itself, but the process of that discovery which includes constant uncertainty and reflective thinking. Having classes in the lab engaged in messy hands-on experiments can transport the mystery of scientific discovery into a very relevant and exciting environment.

OTHER USES AND PROGRAM ELEMENTS

Visitor Resource Room: The Lake Champlain Basin Science Center will serve as a gateway to other museums, events, natural areas, cultural sites, attractions, and educational opportunities in the Lake Basin. Access to understanding these resources will be available to any visitor to the Science Center.

Auditorium: A fully-equipped, multi-purpose room will be available for demonstrations, films, lectures, and other activities. This space can be made available for up to 200 guests for lectures, conferences, meetings and special activities.

Gift and Book Shop: A Science Center shop will reflect the quality of the exhibits and encourage further learning on the themes of the Lake Champlain Basin Science Center. The inventory will reflect the conservation and education policies of the Science Center, while promoting regional products.

Boat Building Pavilion: A covered pavilion and workshop space will house boat building and other Science Center programs.

A boat building program could be managed with the cooperation of the Lake Champlain Maritime Museum. Visitors will be able to build or restore small craft that were used on Lake Champlain many years ago. These boats can then be launched from the Boathouse to venture out into the harbor. The boat building program opens up unique opportunities for youth.

Office Area: Lake-related, non-profit educational and public service organizations can co-locate in the Lake Champlain Basin Science Center. This co-location can improve communication and interaction among lake related organizations.

Dock Facility: 28 boat slips are located adjacent to the Science Center, including a protected slip for research vessels.

Food Service: A comfortable area and facilities for eating will be available.

Sample Photographs of the

Exploratorium

San Francisco, California



Exhibits and program possibilities, short term or " permanent", designed by center staff, consultants, or in collaboration with other centers and programs, which illustrate or illuminate some of the following water related topics as they tell the basin story.

Water as

purifier
nourisher
cleanser
producer of energy
eroder
supporter of life
transporter
connector
etc.

- * water in various forms is present throughout the building
- * water conservation is apparent in the building
- * demonstrations of physical properties e.g. wave action, run-off, wastewater treatment, currents, surface tension, etc.
- * water and its importance to the ecosystem
- * water and weather
- * the human -water connection e.g. are we affected by the moon
- * the human connection with water as told by sailors, boaters, people who fish, researchers, etc.
- * boatbuilding
- * point and non-point pollution
- * water and the aquatic life it supports including nuisance plants
- * water as an energy source used in the building
- * safe drinking water and our roles
- * wetlands - bringing people to them
- * the underwater world as shown through remote camera, scuba diving, a submersible etc.
- * getting into the water in various ways e.g helping to gather data for researchers
- * water and its place in geologic history- what about a time line
- * maritime history
- * transportation on the water and access in programming to the water e.g. by canoe, tour boat, kayak, sailing model boats etc.
- * the waterfronts of the basin and their histories
- * follow a raindrop through the basin
- * condensation
- * water in the lives of the basin people throughout history and what does the future hold for people in the basin
- * programming focused on the rivers which feed into Lake Champlain

- * tie in research and data from Lake Champlain Basin program study
- * water research by UVM is accessible in multiple ways to individuals
- * water presented in a way that all senses are effected
- * programs throughout the basin- take some programming to the people
- * water and its role in "sustainability"
- * water and the view through a microscope
- * water in the lives of the flora and fauna on the shore and throughout the basin

To encourage both a focus on the minute and the particular but also on the global, the building could be:

- * built from materials found in the basin as much as possible
- * built with walls which can be transformed to bring the inside out and the outside in - a window on the world
- * a transforming experience- something which leaves us a little awed, not overwhelmed
- * representative of the gateway to the basin
- * built to mesh the inner and outer worlds in all seasons
- * the home to many tools which help us to experience the lake and basin e.g. microscopes, videos, cameras, periscopes, computers, trips, walks, camera obscura, etc.

DRAFT CONCEPT PLAN

FOR THE

LAKE CHAMPLAIN BASIN SCIENCE CENTER

January 1994

"We must not cease from exploration. And the end of all our exploring will be to arrive where we began and to know the place for the first time."

T.S. Eliot

BACKGROUND

The idea for a Lake Champlain Basin Science Center is not new. For almost a decade now, the people of Burlington and throughout Vermont have discussed the exciting opportunities of a science museum combined with a research facility on Burlington's waterfront. This was one highlight of the 1985 Alden Waterfront Corporation Plan and a central focus of the citizen group Renaissance Corporation in their pursuit of the redevelopment of the Moran Power Plant. Today, these concepts have been embodied in the redevelopment of the Navy Reserve Facility at the heart of the Burlington waterfront revitalization effort.

The City of Burlington has pursued access to the Navy Reserve Site for over ten years. In June of 1992 with the help of Senator Leahy, an historic Memorandum of Agreement was signed between the U.S. Navy and the City that commits the Navy to relocate from the current facility by April of 1995. Dedicating this building to public use has been supported by the voters as part of the Waterfront Revitalization Plan adopted November 1990 and in a separate \$1.9 million revenue bond approved by voters March 1991. With these milestones as a foundation, a non-profit board of directors was formed in May of 1993 to move the project forward. The Board, the University of Vermont and the City of Burlington, are working as partners toward a ribbon cutting for the Lake Champlain Basin Science Center on July 4, 1996.

Public interest in and understanding of the Lake Champlain basin has only grown in recent years. In 1989, the Lake Champlain basin was designated a biosphere reserve by the United Nations. This international program is an effort to stimulate education, research and problem solving focused on the social and economic vitality and environmental health of designated biosphere reserves throughout the world. In 1990, the United States Congress passed the Lake Champlain Special Designation Act. The goal of this Act is to develop a comprehensive restoration and management plan for Lake Champlain with strategies for protecting and enhancing the environmental, cultural and recreational integrity of the Lake.

Burlington was once the fourth largest port in North America and the waterfront was a bustling hub of activity. Today, the City's economic vitality can only be enhanced by the preservation of Lake Champlain's natural resources while connecting the waterfront with downtown. An exciting, active, year-round waterfront will strengthen the area's draw as a major tourist attraction and enhance the City's status as a regional center of commerce, culture, recreation and entertainment. A revitalized waterfront will provide economic growth for the area, expanded public access to the lakefront, protection of the Lake's significant natural resources, and an improvement in the quality of life for all area residents regardless of income, age, ability or lifestyle. With a potential draw of 100-200,000 visitors annually, the Lake Champlain Basin Science Center is a flagship project in this revitalization effort.

STATEMENT OF PURPOSE

The Lake Champlain Basin Science Center will be a self-supporting, nonprofit public education and research facility of the highest quality, dedicated to educating visitors about the Lake Champlain basin ecology, history and culture in a dynamic hands-on environment. Through exhibits, education and outreach programs, research and site design, the Center hopes to serve several functions:

- * Offer a fun and dynamic year-round experience for families, individuals and children of all ages; promote lifelong learning.
- * Encourage reflective thought on our role as stewards of the Lake Champlain Basin; how historically we have impacted the basin and what choices we now can make to shape the future;
- * Promote understanding of the complex ecosystems, natural history, scientific concepts, cultural history and current research ongoing in the lake and its basin for all visitors, regardless of age, experience or background, and provide information on how to pursue further learning in this area;
- * Supplement and strengthen existing science education; encourage scientific inquiry through learning by experience; open a window to science in progress through exhibits interpreting current research and current lake basin issues;
- * Showcase the educational opportunities and activities of the University of Vermont, the Lake Champlain Research Consortium, the Lake Champlain Basin Program and others; provide state-of-the-art research facilities to support exploration and investigation of the basin's ecosystem and its people;
- * Foster partnerships in the basin between policy makers, researchers, nonprofit environmental education organizations, institutions of learning, public advocates and the private sector;
- * Serve as a gateway to other museums, events, natural areas, cultural sites, attractions and educational opportunities in the Lake Champlain Basin;
- * Provide exceptional educational opportunities for children, the future caretakers of the basin.

PROGRAM CONCEPT

The Lake Champlain Basin Science Center will provide an entertaining hands-on learning experience on the ecology, history and culture of the Lake Champlain basin. The audience will include all age groups with special attention given to children and their parents. The exhibits will not recreate natural environments but instead provide opportunities to better understand our world through a focus on the lake basin.

The University of Vermont's lake research facility will provide the basis for programs on "science in progress." The University's Lake Studies Program will relocate to this waterfront site with laboratory space available to all eight institutions in the Lake Champlain Basin Research Consortium.

The Science Center will incorporate both permanent and rotating exhibits and programs. Repeat visitors will find in the permanent exhibits a richness that invites another look as well as a continuously changing menu of new exhibits and activities.

BROAD THEMES

Water is the common theme of the Center. We depend on water for drinking and to wash away our waste. It shapes our shorelines, supports a myriad of life and has been a major energy source to industry. The exhibits can follow the journey of a drop of water from rain showers in the Green Mountains, traveling to the rivers, filtering through the wetlands and flowing out to the main lake. Water ties together much of Vermont and New York - it can reveal how waste treatment in Troy or forestry practices in Johnson are linked to water quality in the Burlington harbor. In this manner, the museum can also tie together Vermont, New York, and Quebec and the many institutions in the basin dependent on a better understanding of the watershed.

The connection of science with history, and our changing relationship with the Lake through time will be a second, central theme of the Center.

RESEARCH

The unique aspect of having research conducted on-site provides opportunities to demonstrate "science in progress." Public access to the research might be broken out in 3 areas:

- 1) Labs as exhibits, with glass walls for viewing and opportunities for public interaction with research scientists;
- 2) Private lab areas open to the public in a limited manner, such as guided tours with interpreters; and
- 3) Private lab areas restricted from the general public.

The research can be directly featured in the exhibits as well. In one example, current research examining substances in sediment cores may be interpreted through a circular stairwell that descends, and in each step passes through a layer of sediment which reveals a layer of time in Burlington's history. The ongoing research that calls for a new way of looking at currents in the lake might be recreated in an interactive display on wind and water. Searching for a solution to the problems of Eurasian Millfoil may become a fascinating, open ended exhibit on the balance of the ecosystem. Exhibits can also follow the progress of cleaning up Burlington's inner-harbor or Pine Street Barge Canal.

MODEL LAB

The Science Center will feature a laboratory for visitors of all ages to conduct experiments and manipulate materials to increase understanding of the basin, and also encourage new ways of thinking about our environment. The importance of science is not just the discovery, but the process of that discovery, underscored by the constant uncertainty and need for inference and reflective thought. Bringing visitors into the lab for messy hands-on experiments and other programs can transport the mystery of scientific discovery into an exciting and relevant environment.

OTHER SCIENCES

Exhibits on technology, meteorology or astronomy, all relating to the Lake Champlain basin, will be developed. For example, while observing the weather front from the Center's observation deck, a weather station can be tuned in and satellite aerals can show us the front from a unique perspective. The technology used in weather forecasting can also serve as a hands-on learning opportunity. The weather station can introduce the exhibit theme by beginning the journey of the rain drop.

A focus on rivers and streams can highlight the power of water, the interdependent food chain, and the workings of wetlands. A sediment tank can be developed for visitors to get their hands wet understanding deltas or erosion. A "touching" tank can hold organisms living in the watershed that can safely be picked up by visitors, while aquariums might contain more fragile creatures. A pool with simulated wind currents can be used to design and sail model boats.

Lake Champlain has a fascinating geologic history and exhibits can show the evolution of the lake and land masses from prehistoric times to the filling-in of shoreline to the present day.

CULTURAL HISTORY

The rich cultural resources of the Lake basin will be an integral part of the Center. Exhibits will tell the story of Burlington's harbor and how the lakefront was utilized by Native Americans, soldiers, settlers, entrepreneurs and immigrants, leading up to the present time. Special attention can be given to the sunken ships in Burlington Harbor, not only for what they tell us about our history, but how that history is uncovered in the field of underwater archeology. Visitors might enter a rebuilt submarine and through the connection with a remote underwater video camera, "fly" through the underwater sites as the images project onto the submarine's windows.

The history of human settlement in the lake basin and the historic evolution of the waterfront can focus on human activity through time. Exhibits would illustrate the connection and integration of science with social history. For example, studying lake sediments provides a window to the changes through the industrial era. Research on the effects of acid rain in our northern forests raises many crucial questions regarding social policy. The Science Center promises to encourage critical thinking on these connections.

BOAT BUILDING

A boat building program has been suggested as part of the Science Center activities. In a separate outdoor facility, a full workshop can be managed with the cooperation of the Lake Champlain Maritime Museum to build or restore small craft. These boats may then be used by visitors to venture out into the harbor. The boat building program also lends itself to unique opportunities for youth (especially teens) and other apprenticeship programs.

LAKE ACCESS

There are several options for visitors to move out on the water. The University of Vermont research vessel, the Melosira, can be used for scientific learning experiences, field sampling and other lake programs in addition to research. The boat may be reserved by school groups

and other organizations. The nearby Burlington Boathouse, Lake Champlain Ferries, and Spirit of Ethan Allen can also serve as resources to carry people out onto the lake.

SUMMARY

All of the exhibits will tie into our role as stewards of the Lake Champlain basin; they will illustrate how, over time, we have impacted and been affected by this unique resource and how learning from history we might look differently at our future. Each visitor should leave the Science Center knowing how to take new discoveries and understandings and apply them to everyday life. We can make a difference in the future of the basin.

EDUCATION AND OUTREACH

In addition to exhibits on the people and environment of the Lake Champlain watershed, numerous education and outreach programs will be developed by the Science Center, in affiliation with existing nonprofit environmental education organizations in Vermont and New York. These will target all age groups and all constituencies from toddlers to senior citizens. The Science Center can showcase existing programs of organizations like Riverwatch or the Lake Champlain Committee or the Lake Champlain Basin Program.

The Science Center can also supplement programs to the New York and Vermont school systems. Supplemental education can occur on-site, or might generate curriculum kits for the classroom. Computer software, video, enrichment material and learning kits can be lent or sold to schools. Computer networking, interactive video and the cable television education channel can all be used to expand outreach for the Lake Champlain Basin Science Center programs. Regional competitions for schools and for students, apprenticeships, and a changing showcase of student work are examples of how the Science Center will seek strong student involvement.

Evening programs will cover a range of topics and provide lectures, discussions, films, and learning opportunities on a variety of subjects. Weekend programs may include science workshops, special talks or demonstrations, films, and research programs for scientists and students. An on-going "In The Lake" program can examine current issues, while a featured "Scientist of the Month" might use hands-on activities to demonstrate research in progress. Tallying public participation in a project or program the way McDonald's advertises "X billion sold" could be a fun way of showing public ownership in the Science Center and the health of the lake.

BUILDING CONCEPT

Entering the Lake Champlain Basin Science Center should be an extravaganza for the senses. Science is the physical world, and we experience that world through our senses. If the immediate reaction is "wow!" then we have opened the door to accessing science. On first arriving, the visitors will be greeted by a large, colorful open space that maximizes the wonder of the Center and draws all age visitors immediately to the activities before them. The sound, feel and draw of falling water will be built into the design.

The Lake Champlain Basin Science Center hopes to be housed in a new 39,700 s.f. facility, expanding on the footprint of the existing Navy Reserve building. In this manner the research and public exhibition areas will be integrally linked, reflecting the marriage of current research with public education and decision making. The integrated facility hopes to make scientific research more accessible to the general public. Thus, it will challenge the perception that science is unapproachable or mysterious, when in fact scientific research often reflects the same discovery processes used in everyday life.

The building can consolidate structures on the site, maximizing open areas for outdoor programming and allowing for substantial future expansion. The new facility will be program driven and designed to best accommodate school groups, public functions and research. The building will take advantage of its unique lakeside location to relate the learning inside to the world outside, through glass walls, windows and observation decks. The glass exterior will also appear transparent from the outside to increase its visible accessibility. Interior windows may provide viewing areas to research labs and other systems in the building. The numerous observation points in the museum that relate to the outside can be expanded to include remote sensing, video aerial loops, periscopes and other tools to enhance the eye's own observation of

the lake. In good weather, the Science Center can open up and spill out to the lakeshore. An outdoor "science playground" for younger children and a boat building pavilion will add to the outdoor attractions.

The Lake Champlain Basin Science Center building can, itself serve as an exhibit. Local materials will be used wherever possible, revealing use of local natural resources. Stone in the building could display the rich fossils and other unique geologic features of the area. The interior structure could contain reliefs of geologic or Burlington Harbor's history. An exhibit could be simply how the structure was put together, including electrical, ventilation and wastewater systems or how the bathroom features demonstrate conservation measures. The rooftop may even serve as a living area display.

As an environmental learning center, the facility should reflect conservation ethics. Use of alternative energy sources such as solar and wind power and state-of-the art energy conservation measures should be used.

MAJOR COMPONENTS/ACTIVITIES

1. Exhibit Areas

The exhibit area at 14,000 square feet is the main visitor area of the Lake Champlain Basin Science Center and also serves as multi-purpose space for other events and activities. The exhibit area will be flexible, allowing for continuous rotation of exhibits.

2. Research Facility

At 12,000 square feet, The University of Vermont Lake Research Center would include research, teaching laboratories and classroom space.

3. Visitor/Resource Room

The Science Center will contain a resource center serving as a point of information access. This area could be open longer hours than the exhibit areas and will be available to the public free of charge. The resource room will provide insight to other learning opportunities, organizations, and museums around the Lake Champlain Basin.

4. Multi-Purpose Room

In addition to larger events occurring in the exhibit areas, a separate, fully equipped 2,700 square foot multi-purpose room will be available for lectures, demonstrations, films, and other activities. This room can seat 200 guests, will have kitchen facilities, and be available for private rental.

5. Gift and Book Shop

The Science Center will include a 1,500 s.f. gift and book shop that will reflect the quality of the exhibits and encourage further learning. The shop will contain unusual and quality mementos and information on all aspects of the Lake Champlain basin. The inventory will reflect the conservation and educational policies of the Science Center, and promote regional products.

6. Boat Building Pavilion

A covered pavilion and workshop space will provide an outdoor area for boat building and other Science Center programs.

7. Exhibit Fabrication Area

8. General Storage

9. Office/Classroom Area

10. Dock Facility

A protected slip provides moorings for several vessels, including the Melosira research boat. Twenty seasonal and transient boat slips managed by the City are also located just in front of the Science Center.

11. Food Service

Although a full service restaurant will not be located at the Center, some type of snack service and a comfortable room for eating will be available.

CAPITAL BUDGET

Including the complete fit-up of both the research facility and the public education and exhibit areas, the entire Project is expected to cost approximately \$10 million. Major funding will be sought from state and federal agencies and programs, corporations, individuals and foundations. Once major funding sources are identified and committed, the Board of Directors will coordinate additional funding, volunteer support and donated services through a grass roots campaign. This budget assumes a state-of-the-art new 39,700 square foot facility with approximately one-third of the area dedicated to the University of Vermont Lake Studies Program. It would be possible to have a dynamic facility at a smaller size, should we need to scale back the initial construction and plan for a second expansion phase.

PROJECT COST ESTIMATE

1.	Building Construction	\$ 5,602,000
2.	Site Work	350,000
3.	Design, Engineering and Permitting	698,000
4.	Outdoor Exhibits	120,000
5.	Indoor Exhibits	2,100,000
6.	Research Laboratories	1,800,000

	TOTAL COST	\$10,670,000

Assumptions:

1. Average Cost of Construction: \$121.26/sq.ft.
2. Exhibits: 14,000 sq.ft. x \$150/sq.ft.
3. Land, transportation access and parking provided by the City.
4. Uses:

Public Education/Activities:	27,600 sq.ft.
Lake Research Facility:	12,000 sq.ft.

OPERATIONAL BUDGET

Based on anticipated attendance and projected operating costs, the Lake Champlain Basin Science Center will be supported based on income from operations (which will include admissions, retail sales, classes, rentals, etc.) and supplemented through government and non-profit organization, individual, corporation and foundation memberships and sponsorships. An endowment will be raised to cover the full operation of the research facility. The annual operating budget is estimated at \$700,000 with a majority of that cost covered through earned revenues. The Science Center is expected to accommodate between 100,000 - 200,000 visitors in the first years. This attendance is consistent with attendance at other state attractions and similar facilities nationwide. An admission fee will be charged and accommodations will be made to ensure that no individual is excluded from visiting the museum based on income. There might include regular admission-free evenings, a bartering system, and family passes made available for check out at local libraries.

PROJECTED OPERATING BUDGET

INCOME

1.	Admission, events & programs	\$300,000
2.	Sales (food, gift shop, programs, etc.)	150,000
3.	Endowment for Research Center	50,000
4.	Membership, corporate and individual giving	103,000
5.	Foundation, government, and other support	120,000

	TOTAL INCOME	\$723,000

EXPENSES

1.	Personnel	\$350,000
2.	Operations	239,000
3.	Research Center	50,000
4.	Miscellaneous	74,000

	TOTAL EXPENSES	\$713,000

IMPLEMENTATION

The Lake Champlain Basin Science Center will be constructed and operated by a newly formed 501(c)(3) nonprofit corporation. This organization will raise and dispense all funds needed for the construction and operation of the facility and will retain management and staff as needed. The non-profit's Board of Directors will enter into a long-term lease agreement with the City of Burlington for use of the property with specific performance standards that will insure that public needs continue to be met.

The University of Vermont will be responsible for constructing and operating the lake research facility through a similar agreement with the City, and will participate in meeting the broader goals of the Science Center.

In addition to the partnership between the City of Burlington, the University of Vermont and the non-profit organization, partnerships with lake related non-profit organizations, other museums and private businesses throughout New York and Vermont will be sought for programming, exhibits, fundraising and marketing.

A Chart Comparing Museums in the Region

	ANNUAL ATTENDANCE	ANNUAL OPERAT- ING BUDGET	TOTAL SQUARE FOOTAGE
MONTSHIRE	100,000	\$1.1 million	23,000 (bldg. space)
MARITIME	≈25,000	≈\$450,000	3 acres, with 10,000 sq.ft. building
SHELBURNE	155,000	\$3.4 million	35 acres with 125,000 sq.ft. bldg. (37 bldgs.)
BILLINGS (w/o Farm)	56,000	\$1.0 million	
FAIRBANKS	72,643	\$435,000	21,500 sq.ft.
ADIRONDACK PARK VISITORS INTER- PRETIVE CENTER	80-85,000	≈500,000	17,000 sq.ft.

Additional Information:

1. The Association of Science Technology Centers' survey data shows on average that every 10,000 sq.ft. of exhibit space generates 100,000 annual visitors.
2. Travel activity in the summer (May-October) 1991 and 1992.

1991: 490,976

1992: 443,507

% change: -9.7%
3. Visitor registration at Burlington's Vermont information booth in 1992.

Visitors: 3,431

% out-of-state: 92%

% Canadian: 40%
4. Estimated annual attendance at other area museums and tourist sites.
 - a. Lake Champlain Ferries: 600,000
 - b. Spirit of Ethan Allen Cruise: 35,000
 - c. Ethan Allen Homestead: 10,000
 - d. Wild Flower Farm (Charlotte): 30,000
 - e. Ben and Jerry's (Waterbury): 200,000
 - f. Fort Ticonderoga (New York): 100,000
 - g. Church Street Marketplace: 2,000,000

**LAKE CHAMPLAIN BASIN SCIENCE CENTER
Timeline**

PAST MILESTONES	DATE
1. Senator Leahy secures \$2.5 million in federal funds to relocate Navy Reserves.	April 1990
2. Voters approve Urban Renewal Plan for the Burlington waterfront which includes public use of the Navy Facility.	November 1990
3. City seeks letters of interest from prospective leaseholders.	January 1991
4. City creates Naval Reserve Advisory Group for community input on the adaptive reuse of the facility.	February 1991
5. Voters pass \$1.9 million Revenue Bond for project.	March 1991
6. Advisory Group unanimously recommends Lake Champlain Basin Science Center concept.	May 1991
7. City Council Waterfront Committee unanimously accepts recommendation of Advisory Group.	September 1991
8. City selects project Architect after competitive review process.	October 1991
9. Navy agrees to relocate with a contribution of \$600,000 from the City.	April 1992
10. UVM receives \$150,000 Kelsey Grant for planning Lake Research Facility on the Burlington Waterfront.	March 1992
11. Memorandum of Agreement signed between Navy and City.	June 1992
12. City Council unanimously accepts recommendation of the Advisory Group for a Lake Champlain Basin Science Center.	June 1992
13. Advisory Group Retreat with Vermont Museum & Gallery Alliance leads to recommendation for new building construction at site.	January 1993
14. Architects complete site investigation and concept drawings for joint UVM/Museum facility.	March 1993
15. Navy Advisory Group's last action is to create non-profit Board of Directors for Lake Champlain Basin Science Center.	May 1993
16. First payment from City to Navy towards relocation.	June 1993

FUTURE MILESTONES	DATE
17. Concept Plan for Science Center complete.	January 1994
18. UVM approves concept for building design and partnership.	February 1994
19. Conduct Market Feasibility Study.	February 1994
20. Architects finalize concept drawings.	March 1994
21. Conduct Fundraising Feasibility Study.	March 1994
22. Memorandum of Agreement signed between City, University and Science Center	June 1994
23. Launch Capital Campaign.	July 1994
24. Launch interim "on the water" Science Center programs.	July 1994
25. Final building design and bid documents completed.	December 1994
26. Navy vacates Burlington facility.	April 1995
27. Construction begins on Lake Champlain Basin Science Center.	April 1995
28. Ribbon cutting for Lake Champlain Basin Science Center.	July 1996

LAKE CHAMPLAIN SCIENCE CENTER
Program Committee

Roxane Leopold
230 South Union Street
Burlington, VT 05401

Jonathan Brownell
RSD - Box 524
Corinth, VT 05039

Charlie Browne
Fairbanks Museum
Main Street
St. Johnsbury VT 0581

Etsy Rosenbluth
CEDO

Caryl Stewart
135 Church Street
Burlington VT 05401

Jane Nesbitt
89I No. Champlain Stre
Burlington, VT 05401

Art Cohn
Lake Champlain
Maritime Museum
Basin Harbor VT 05491

Mary Watzin
SNR
324 Aiken Center - UVM
Burlington VT 05405

Emily Cohen
385 Shelburne Rd. Apt.
Burlington, VT 05401

Lisa Borre
Lake Champ. Basin Prog.
54 W. Shore Road
Grand Isle, VT 05458

Ted Montgomery
217 Harbor Road
Shelburne VT 05482

John Anderson
71 Main Street
Shelburne VT 05482

Tom Hudspeth
15 Crescent Road
Burlington, VT 05401

LAKE CHAMPLAIN SCIENCE CENTER
Board of Directors

Roxane Leopold
230 South Union Street
Burlington, VT 05401

Bob Paquin
Office of U.S. Sen Leahy
199 Main Street
Burlington VT 05401

• Sarah Muyskens
276 South Union Stree
Burlington, VT 05401

Betsy Rosenbluth
CEDO

• Caryl Stewart
135 Church Street
Burlington VT 05401

• Michael Metz
ART'S COUNCIL
CITY HALL

Doreen Kraft
CCTA
P.O. Box 609
Burlington, VT 05402

• Jonathan Brownell
RSD - Box 524
Corinth, VT 05039

• Charlie Browne
Fairbanks Museum
Main Street
St. Johnsbury VT 0581

Kate Baldwin
Dean's Office - UVM
501 Main Street
Burlington, VT 05401-3439

• Jane Nesbitt
89I No. Champlain St.
Burlington, VT 05401

• Art Cohn
Lake Champlain
Maritime Museum
Basin Harbor VT 054

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OPINIO

Wednesday, September 15, 1993 ■ Editorial Page Editor: Candace Page

A waterfront museum

Whoa, there. Burlingtonians need to get their toes wet in the museum business before they plunge into deep water.

A private group, the Power Plant Project, proposes to convert the old Moran generating station on the waterfront into a hands-on museum with an IMAX movie theater. It's an exciting idea, but an expensive one — up to \$17 million.

There are very good reasons for the City Council to give the Power Plant Project a friendly “no” for now.

First, the city's sensible plan for renewing the waterfront

begins with the central area at the foot of College Street. The Moran station lies far to the north, in an industrial wasteland without adequate roads or sewers.

There are very good reasons for the City Council to give the Power Plant Project a friendly “no” for now.

Second, the power plant is a huge and risky undertaking, possibly out of scale to the size of the community. A study done three years ago for another group concluded that retrofit-

ting the abandoned hulk of the Moran plant was too ambitious a project in a bad economy.

Third, a much smaller but exciting hands-on museum already is in the works. Volunteers have been drawing plans for several years to reuse the Naval Reserve site at the foot of College Street.

Their goal: tear down the outmoded Navy building to make way for a Lake Studies Center. (Burlington would continue to own the land; a private, non-profit group carry out the redevelopment.) The center would house University of Vermont lake research labs and a public space to display the results of that research, as well as to tell other stories about the Lake Champlain Basin.

This is the place to begin adding year-round attractions to the waterfront. But concentrating on the Navy site shouldn't mean turning off the energy generated by the Power Plant Project.

The city should try to capture that energy, and more. Seven other groups have floated ideas for reusing Moran. Some of them offer exciting possibilities for the Navy site. The Lake Champlain Sport Fishing Trust, for example, proposes an aquarium; the Power Plant plan included an interactive timeline to tell the history of the Champlain Valley.

The attractions of Burlington's waterfront have accumulated slowly — a bike path, a community boathouse, then a park. It's a natural step to add an indoor center to entertain and educate visitors about Lake Champlain.

For now, that center belongs not at the Moran plant but in a more intimate setting at the heart of the new waterfront.

BURLINGTON

■ Naval center

Science center planned

By Nancy Bazilchuk
Free Press Staff Writer

7/7/94

Revitalization of Burlington's waterfront got a boost Wednesday when city and University of Vermont officials and Sen. Patrick Leahy, D-Vt., announced a partnership to build a Lake Champlain Science Center.

"This is a key piece of the revitalization of the waterfront," Mayor Peter Brownell said at a ceremony announcing the project, slated for the foot of College Street at the site of the Naval Reserve Building.

The center will combine a museum with a UVM Lake Studies Research Center, which university and city officials hope will become "the Woods Hole of freshwater studies," Brownell said. The City Council formally endorsed the idea last month.

Leahy, who has worked for 10 years to get federal funding to move the reserve, said he was committed to winning more funds to help with construction of the center.

"I want the science center to be part of the Lake Champlain legacy for all Vermonters and those who visit here," he said.

But Salmon cautioned that much work remained to make the center a reality.

"In the words of that great philosopher, Yogi Berra, 'It's not over 'til it's over,' and it's not over yet," Salmon said. "We have to raise some serious money here."

As envisioned by the university and the city, a science center could cost between \$2 million and \$8 million, said Roxanne Leopold, chairwoman of the Lake Champlain Science Center Board, which is developing a budget and a plan for the center.

"If all goes well, we will create a brand new space," Leopold said, in the place of the big blue box of a building that is being used by the Naval Reserve. "We hope to have a ribbon-cutting in two years."

The science center plans pleased Anne Bunker of Fair Haven.

"I think this is the ideal place for it," she said.

SAVING
LAKE

Beneath Lake Champlain's sapphire surface, pollution is choking it to death.

Save Lake Champlain now, while we still can

In some ways, Lake Champlain's fabulous beauty is its own worst enemy.

Below its shimmering waters lies an emergency not immediately apparent to bedazzled sunset watchers: farm and urban runoff from Vermont and New York shorelines and watersheds that in some places is literally choking the lake to death.

It's an insidious cycle of weed growth and oxygen starvation that's being greatly accelerated by a combination of salt and silt from urban streets and from manure and other fertilizers leaching into the lake from farms.

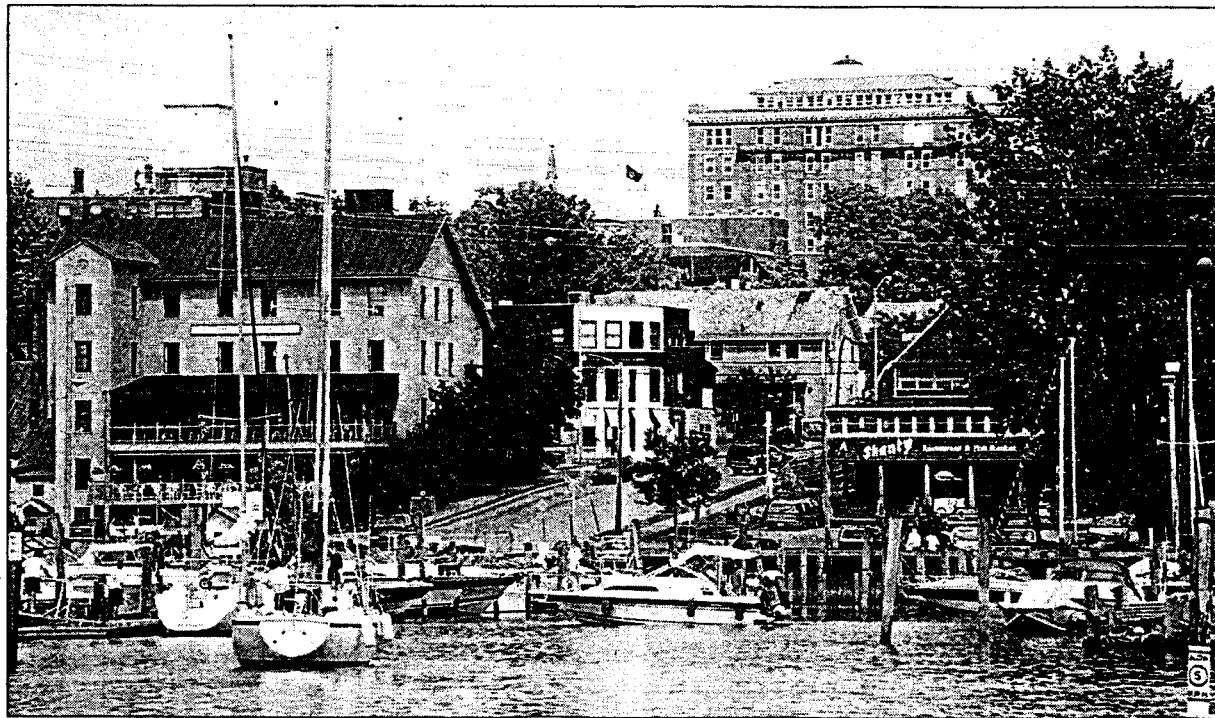
Its impact is most evident to us, the public, in weed growth and murky pea-soup-green water when we swim, walk a shoreline or travel by watercraft over a shallow bay.

But to the lake's complex ecosystem, there are deeper, graver insults: lake-bed disruption endangering fish and other lake life and the long-term health of the lake — more seriously in some cases and places than Lake Erie was endangered in the 1970s.

To see the urgency of finding solutions now, while this is still more emergency than full-blown crisis, the public and policymakers must keep their eyes fixed first on the most pressing problems.

Pollution by runoff

Farm and urban runoff alone, an ongoing \$25 million federal study of the lake is discovering, is responsible for an estimated 71 percent of the lake's weed-producing phospho-



The Burlington waterfront has been playing a bigger role in the future of the city. If untreated, runoff from residential lawns and sewage overflow can leave the water unfit for swimming at nearby beaches.

rus pollution. One huge source: the equivalent of a mile-high mountain of manure produced by the Lake Champlain basin's 3,280 farms. Another: storm drainage from roads and city streets that sends untreated salt and silt directly into the lake. And a third: pesticides used on residential lawns, then silently and invisibly washed into the lake by weather.

In each case, the pollution is largely invisible but relentless, and even if stopped its impacts would not be fully repaired for 20 years.

Shared solutions

There are solutions to all three sources of pollution, however. And while they won't be cheap or easy, Vermont and New York taxpayers and their public policymakers must recognize the urgency to act cooperatively now — while the problem is still manageable.

Among the most promising solutions:

- Revival of legislation establishing a joint Vermont-New York State lake oversight compact called CHAMPCO to act as a catalyst for cleanup. Put into law in differing forms by both state legislatures in 1966

and '67, and still on each state's books, CHAMPCO fell victim to political problems.

Now, however, with more interstate cooperation in evidence and 21 different state and interstate bodies still involved with the lake, pulling that compact plan out of mothballs could provide the needed impetus for joint federal, state, local and private follow-through.

Dairy farmers alone, for example, cannot be asked at a time of low milk prices and high debt to spend \$30,000 more per farm to build manure containment pits without siz-

able public assistance. A bi-state compact acting on their behalf with Congress and state legislatures would be a powerful way to produce such cost-sharing help.

- Some regulatory action by each state — and by Quebec as well — will be needed to establish standards and timetables for remedial action at both farm and urban pollution sources. CHAMPCO could act as a catalyst there as well — balancing the need for regulation with financial incentives for compliance.

- New tax strategies should

be developed — including the possible use of dedicated taxation. A special save-the-lake tax might be passed by both legislatures, for instance, specifically designed to help farmers and communities on both sides of the lake finance protective steps with the greatest potential for long-term gain.

- Federal and state financing for ongoing monitoring of the lake to ensure the money is being spent most effectively.

Political timing

The time is right for action for two important political reasons, too:

The climate between New York and Vermont — long poisoned by the International Paper Co. pollution suit in the south lake — has now given way to cooperation through the more recent federal lake study. Not only are both states headed in the same direction now, federal agencies — Interior, Environmental Protection and Agriculture — are already sharing the cost of the study.

Most important, Vermont Sen. Patrick Leahy, D-Vt., as chairman of the Senate Agriculture Committee and a member of the Senate Appropriations Committee, is ideally positioned to help make good lake cleanup ideas happen.

In short, both urgency and opportunity, powerful catalysts the Lake Champlain study group should dare to exploit fully and boldly.



Vermont Life

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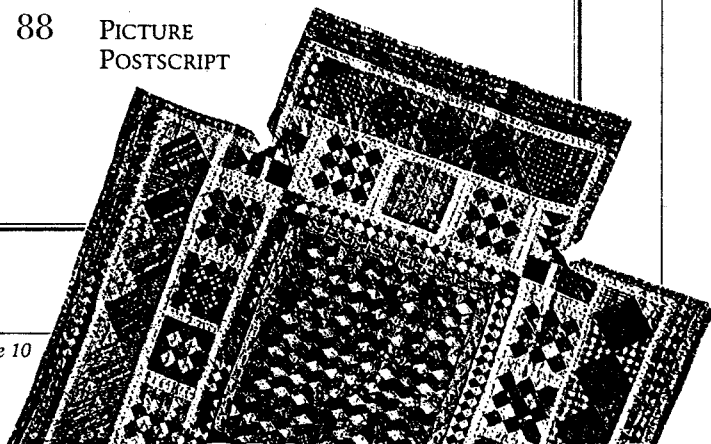
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COVER: Matt Absher and Nancy Koenig canoe at Marshfield Pond in Groton State Forest. Photograph by Alden Pellett.

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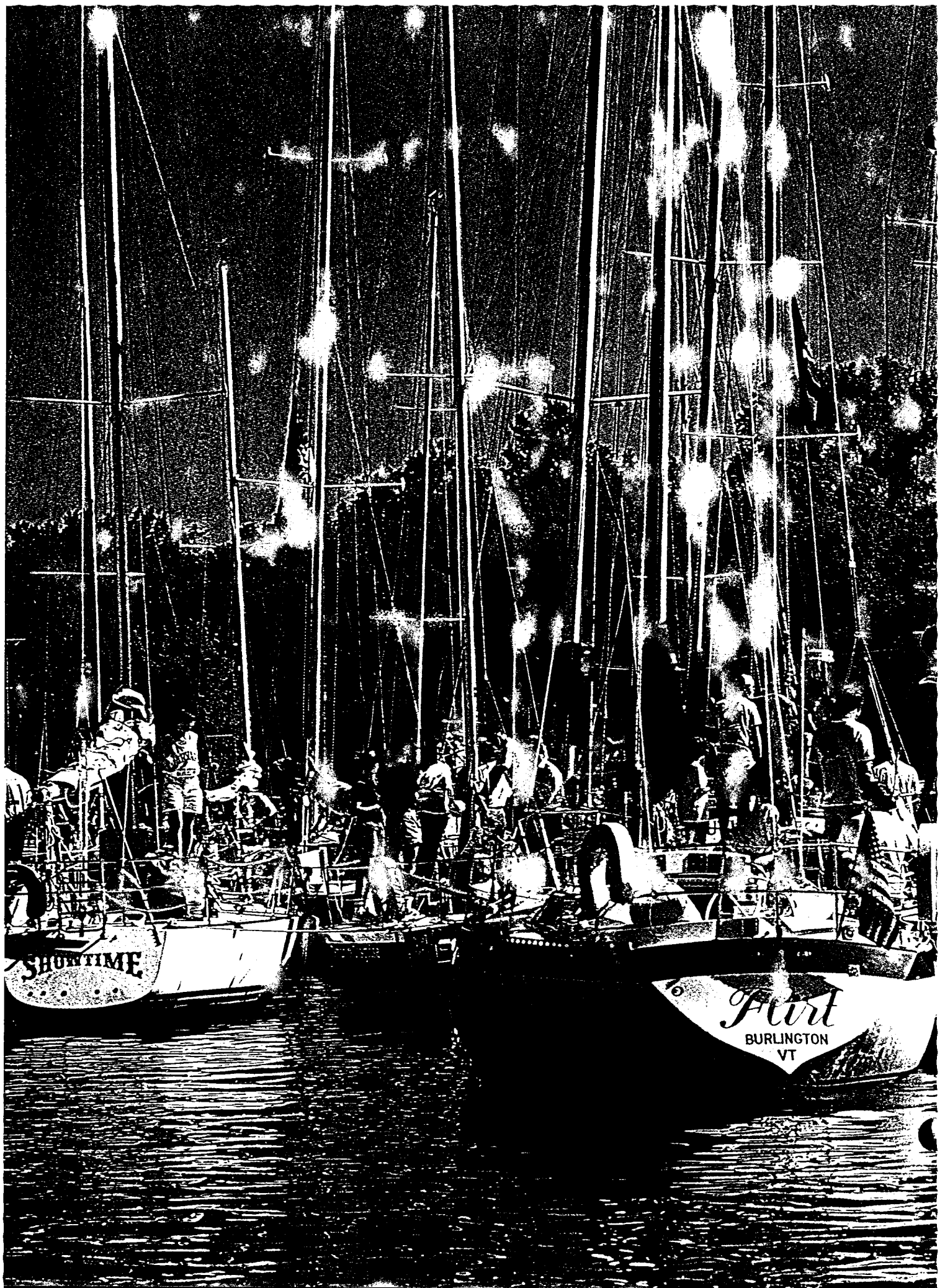


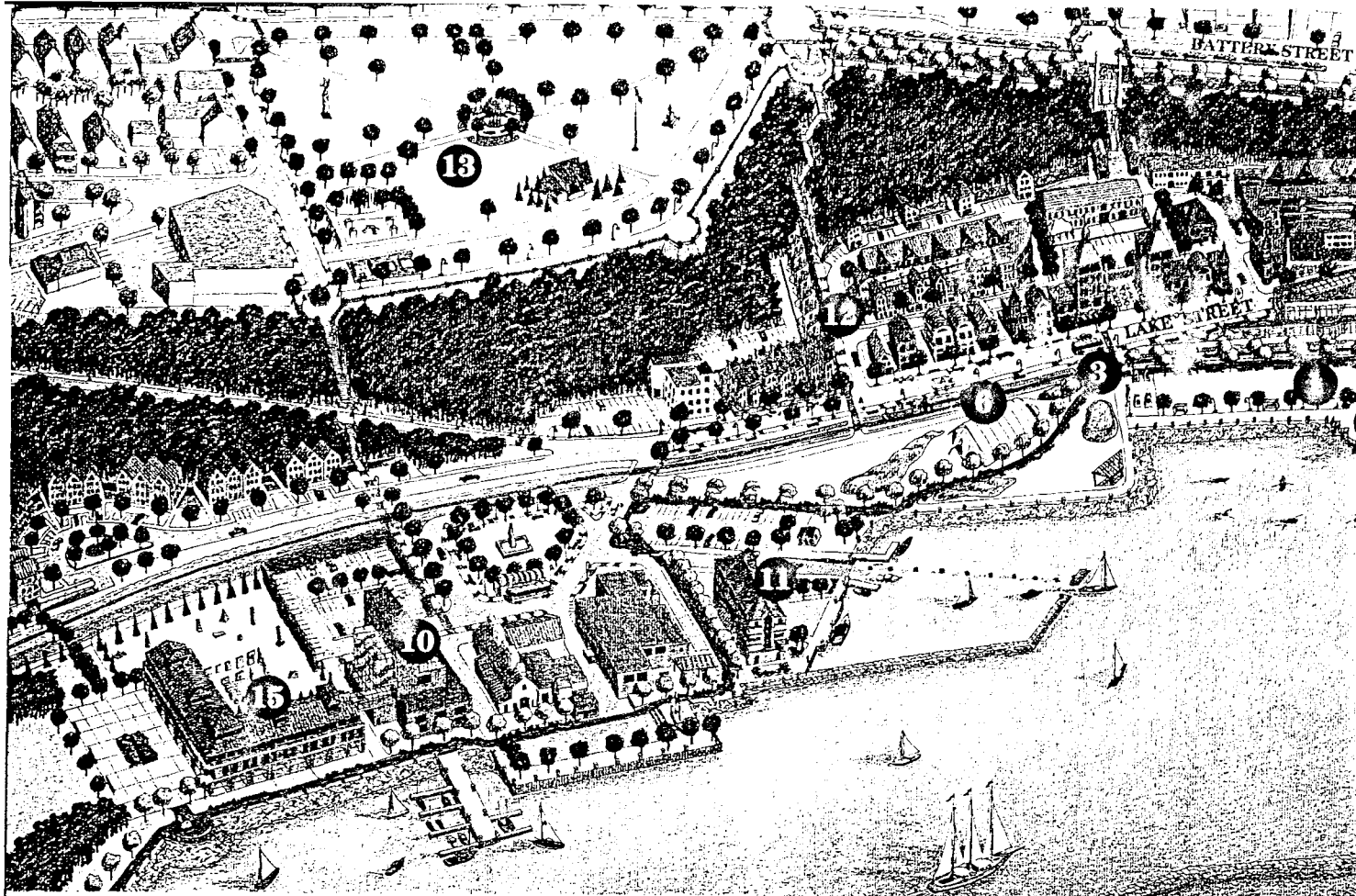
BURLINGTON RECLAIMS ITS WATERFRONT

FROM BOATS TO BIKE PATHS, MUSIC AND
A NEW MUSEUM, THE QUEEN CITY EMBRACES LAKE CHAMPLAIN AGAIN

WORLD TRAVELER and sometime Vermont resident Rudyard Kipling once said that Lake Tanzania and Lake Champlain are the only two spots on earth that offer the vista for a perfect sunset. Most Vermonters haven't been to Africa, but they can vouch for Kipling's taste: Nothing could be more beautiful than the onset of a summer evening on Lake Champlain, the sun just dipping

By **MARK PENDERGRAST**
Photographed by **PAUL O. BOISVERT**





John Anderson/Burlington Community and Economic Development Office



The Community Boathouse, the Promenade and Bike Path are the heart of the city's new waterfront. Previous pages, sailors gather at the boathouse for the Queen City Regatta.

behind the purple Adirondacks, leaving a shimmering golden path along the waters. Thanks to perseverance and vision, Burlington now has a waterfront park where you can take all the glory in, either strolling the boardwalk or rocking gently on one of the Promenade's bench swings.

The new park is the centerpiece of a long overdue waterfront renaissance, complete with bike path, boat excursions, a community boathouse, fine dining, and a festival tent. After years of neglect, the Queen City has once again embraced Lake Champlain, and thousands of tourists and Vermonters are rediscovering Vermont's "West Coast." Although Burlington's waterfront is far from complete, the momentum is positive.

A decade ago, few would have predicted the remarkable developments that have taken place. The lakefront was an uninviting industrial strip, undeveloped and neglected. In the early 1970s,

the city and its politicians had decided to do something about it, but nearly 20 years passed before much happened. Various grandiose plans surfaced, shimmered, then vanished for lack of financing or because of public opposition.

In 1981, democratic socialist Bernard Sanders won a tight mayoral race, in part by advocating open access to a revitalized Burlington waterfront. The Sanders administration ultimately sought public approval for a \$100 million private development that would have combined housing, an inn, a marina and parks. In 1985, that proposal failed to win the two-thirds vote needed for infrastructure improvements. Sanders, Peter Clavelle — then Sanders' development director — and other aides reassessed, and decided to let the waterfront evolve incre-



mentally, based on their philosophy of combining development with public access.

Over the next few years, that approach yielded results. By 1988, two major projects had been completed. A nine-mile bike path, taking advantage of inactive railroad rights-of-way, brought thousands of bikers, joggers, roller bladers and strollers to the waterfront. The Community Boathouse, featuring a restaurant, meeting space, and boat rentals, opened on July 4, 1988. Because plans for the waterfront had remained in flux, an ingenious solution created a floating facility that could be moored anywhere, and the boathouse was built atop a Texas barge, towed up the Inland Waterway to Lake Champlain.

Burlington voters clearly liked the direction things were taking, and passed several bond issues to fund each project. Still, another legal hurdle remained. In 1989, just as Peter Clavelle was succeeding Sanders as mayor, the Vermont Supreme Court ruled that filled lands owned by the Central Vermont Railway should revert to the public if no longer used by the company. This "public trust" doctrine forced the railroad to settle out of court. In June of 1990, for \$250,000, the city bought 11 acres of land for a waterfront park, and an option on another 45 acres that were eventually purchased for \$1.92 million.

Later that year, Burlington voters approved a 10-year plan to guide waterfront development (see drawing above). It includes an indoor recreation facility, transportation center, commercial and retail buildings on privately held land, an environmental research center and museum, performing arts spaces, and an "urban reserve" of land that will not be developed. The plan treats Lake Street, which runs near the railroad tracks, as a dividing line. To the west — toward the lake — there will be no for-profit development unless it is water-related. The land will remain open. To the east, appropriate commercial and residential properties will be encouraged.

With this blueprint, Waterfront Park quickly took shape, playing

Drawing shows existing and proposed development under Burlington's 10-year plan for the waterfront:

1. Waterfront Park
2. Community Boathouse
3. Bike Path
4. Promenade
5. Planned Lake Champlain Basin Science Center at Naval Reserve site
6. Festival Tent (seasonal, seats 2,000)
7. King Street Ferry Dock
8. Perkins Pier
9. Union Station
10. Moran Plant and proposed community sailing center
11. New Coast Guard Station
12. Proposed residential, retail, commercial development
13. Battery Park
14. Round House Point
15. Proposed Community Recreation Center
16. Proposed Transportation Center
17. Proposed Union Station south wing; retail, commercial, residential
18. Proposed public use
19. Proposed Cornerstone Building; retail, office, residential

The best and easiest way to see Burlington's Waterfront is to first stroll the Promenade or tour the Bike Path and take a look at what's there.

To reach the central waterfront area, drive down College Street and park at the lot near the Community Boathouse, or take any of the streets that run down to the lake, go south on Battery Street to Maple Street, and park in the lot at Perkins Pier.

For strolling, biking, jogging or roller blading, the **Bike Path** stretches north and south along the lake shore for roughly nine miles. Just north of College Street, the **Promenade** has prime strolling spots and bench swings to view the lake. Below is **Waterfront Park** itself, and nearby is the waterfront picnic shelter.

To get out on the water, take a ride on one of the **Lake Champlain Ferries** that leave the King Street Ferry Dock regularly (864-9804), headed across the lake to Port Kent, New York. Or book a trip on the **Spirit of Ethan Allen** sightseeing boat (862-9685). The **Essex**, once a car ferry for the Lake Champlain Transportation Company, also carries chartered excursions. The **Community Boathouse** (865-3377) is a great place to get close to the water. You can rent sailboats or have a bite to eat and watch the lake traffic go by. Other good lakeside eating spots are Isabel's, the Ice House and the Shanty.

From the boathouse you can also catch the free shuttle bus up College Street to the shops and restaurants of Burlington's great Church Street Marketplace.

For information and a brochure on recreational opportunities along the waterfront, contact Burlington's Parks and Recreation Department (864-0123).

For information about the area, contact the **Lake Champlain Regional Chamber of Commerce** (863-3489).

Among events to be held on the waterfront this summer are: **Canoe and Kayak Day**, June 5; **Discover Jazz Festival**, June 11-12; **Queen City Regatta**, June 11-12; the **Green Mountain Chew Chew Food Festival**, June 24-26; **July Fourth Fireworks**, July 3; **Fools-a-Float Race**, August 28.

host to an array of events by the summer of 1993. The Tour de Sol, a solar car race that began in Boston, cruised to a triumphant finish there. Musical extravaganzas floated every type of composition imaginable over the lake. The waterfront hosted the Discover Jazz Festival, the Vermont Symphony Orchestra, the folk strains of the Champlain Valley Festival, the twangy Burlington Hot Country Music Festival. Vermonters and tourists came to eat at the nearly 50 food booths of the Green Mountain Chew Chew Food Festival and to sample the wares at the Vermont Brewers Festival.

To work off the pounds added during those get-togethers, the park hosted events such as the Vermont City Marathon and the Burlington International Games. As if that weren't enough, there was a huge craft fair and festivities ranging from Independence Day fireworks over the lake to the Mayor's Cup Challenge Regatta and the Vermont Women's Celebration.

The waterfront renaissance has really only begun, however. Major developments and decisions remain, and no one is more involved than Lisa Steele and Melinda Moulton, whose Main Street Landing Company occupies (and owns) the Union Station building at the foot of Main Street. Their imposing brick building, built as a railroad terminal in 1916, has become an incubator for local businesses. There, Steele and Moulton, with the help of an eclectic team of local planners, have put together a 20-year plan for their seven-acre development.

Committed to what they call a "life's work" and socially and environmentally acceptable development, Moulton and Steele are seeking approval for the first phase of the Landing Project, to be in business by the fall of 1995. It would include an 11,000-square-foot "wing" to the south of Union Station to house artists, craftspeople and start-up businesses, plus four apartments. Nearby, their 30,000-square-foot Cornerstone Building on Battery Street would house retail and office space, plus four housing units and a 92-space parking garage. A transportation center behind Union Station would tie in with a proposed commuter rail line, and serve as a connecting point for taxi and bus traffic. Proposals even call for showers so bicycle commuters can clean up before taking a shuttle bus to their jobs.

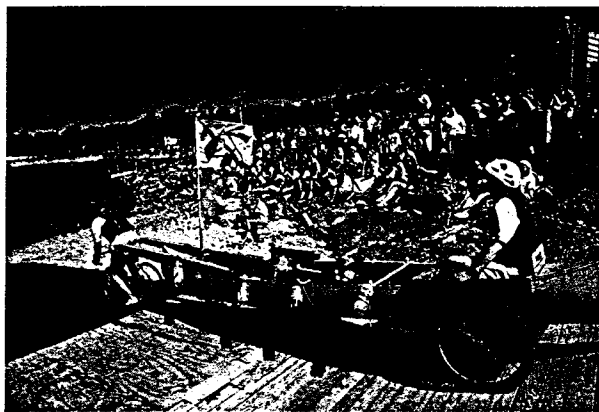
Later phases call for development of the 102 Lake Street site north of Union Station into "The Neighborhood," with homes for more than 70 families along with businesses such as a laundromat, grocery store, fish market, bakery, day care center, hardware store, and cafe.

In the meantime, other Burlington developers are planning waterfront projects. Barry Mossman has already turned two old industrial sites, the McKenzie meat-packing plant and the old Haigh Lumber Mill, into thriving enterprises.

Mossman has been planning a new waterfront project for several years, a major condominium development that would climb the embankment toward town. He recently scaled back his already-approved plans. He now plans to build 19 units of three stories with a "Beacon Hill feeling," each unit featuring a rooftop terrace and a master bedroom with expansive glass.

A major change will begin in January of 1995, when the U.S. Naval Reserve moves from its "little blue box" on the waterfront. The property will revert to the city, and plans call for demolishing the structure and building a 40,000-square-foot facility, the Lake Champlain Basin Science Center, to house the University of Vermont's lake studies program and a public museum.

"We're talking about an intriguing partnership between the city, the university, private individuals, and foundation donors," says Sarah



Muyskens, a member of the advisory committee working on the project. "We view this as the flagship space for the development of the rest of the waterfront."

The museum would focus on the environment, historical perspectives on lake use, and fun for children and adults. "We plan to work with other museums in the area such as the Shelburne Museum, the Lake Champlain Maritime Museum, and the Montshire," says Muyskens. "We won't try to duplicate what they do, but bring the best elements of each."

Long-time Burlington architect and sailor Marcel Beaudin wants to use the hulking, abandoned Moran Generating Station's water-intake sluiceway, which is 20 feet wide and 8 feet deep, as a non-profit, low-cost access point for small boats in the 14- to 25-foot range, and the start of a community sailing center.

"Right now," he laments, "Lake Champlain is essentially a private lake, with little public access."

To a large extent, the fate of the waterfront now relies upon the vision of Peter Brownell, who beat Peter Clavelle in a close mayoral race and entered office in 1993. Brownell, a Republican and an avid sailor, grudgingly gives Progressives Sanders and Clavelle credit for bringing the waterfront to its present state, but he clearly has more faith in the private enterprise system than his predecessors. He supports the Main Street Landing projects and Barry Mossman's condominiums, as well as Marcel Beaudin's small-boat access plan. He looks forward to the commuter train that may link Charlotte to Burlington's waterfront by 1996, and he plans to continue free shuttles between downtown and the waterfront.

Brownell envisions extending the breakwater to create a truly protected harbor that would allow a 700-slip marina at the south end of the bay, an alluring stop for wealthy Canadian boaters who would then discover Burlington's downtown restaurants, the Flynn Theater, shopping on Church Street.

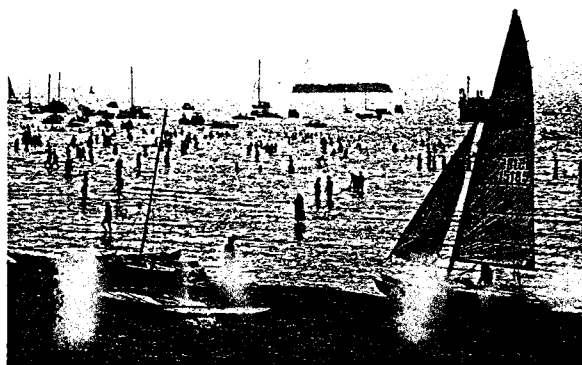
"The potential is unlimited," he says. "It would generate a lot of money without putting a load on the school system. It would make Burlington a more exciting place during the summer, filling in the gap in activity when the college students are gone. We could become known as an international sailing location, attracting more regattas."

Time will tell. There are certainly plenty of critics, such as massage therapist Bea Bookchin and other local activists who hate the idea of any development, much less a marina for wealthy tourists.

One thing is certain: the unified "theme park" approach is out. Small, incremental development is in, at least for the time being.

"A lot more needs to happen on the waterfront, and it will," says former Mayor Peter Clavelle. "The people of Burlington will continue to debate it for years and years. My kids and grandchildren will be arguing about it. But there's no question that it will change and evolve with the times. At least we've now got one of the most dynamic waterfronts in the country, with unrestricted public access."

☞



The Bike Path connects the central waterfront with outlying areas such as Oakledge Beach, above. Top, Perkins Pier and King Street Ferry Dock on July Fourth. Left, contestants in the annual Fools-A-Float race hit the water.



Waterfront: Developing the city's crown jewel



As work on Burlington's waterfront nears, officials and residents are voicing their concerns over the future of the city's most prized possession.

Free Press ph

Three development projects begin this summer

By John Howland Jr.
Free Press Staff Writer

Like rivers to the sea, private developers for generations have approached Burlington's waterfront, yet the waterfront is not full.

In the late '70s, Triad Inc. of Montreal and Burlington businessman Antonio Pomerleau had big plans that failed.

Ten years ago, Alden Waterfront Corp. proposed a \$100 million development including housing, an inn, a marina, shops and a retail center. Nothing happened.

Five years ago, Central Vermont Railway unveiled a \$170 million plan for two marinas, a

hotel, a restaurant, condominiums, apartments, offices and stores.

But that announcement, along with city approval of developer Barry Mossman's 20 units of luxury waterfront condos, came just as the real estate market lost its wind.

For countless years, one proposal after another has died. Some foundered on public opposition, some failed to find financing, and some found themselves dead in the water during long economic lulls.

But as warm weather returns to Lake Champlain this season, the economic weather seems to have changed as well.

Several projects suddenly have wind in their sails and three of them are moving toward summer construction starts. Others may follow in their wake.

That's bad news for opponents of waterfront development, who recently lost a court attempt to stop the Main Street Landing project.

It's cause for renewed concern as well for those who endorse development but fear that lack of insight by well-meaning planners and developers could jeopardize the city's economic future.

And it's generally good news for those who have been waiting

for the waterfront to finally realize some of what they consider its economic potential to be.

Among public officials who are concerned with what happens on Vermont's West Coast are Gov. Howard Dean, who hopes to see commuter trains from Charlotte begin arriving next year, and Mayor Peter Brownell, who stresses that no provision has been made to pay off the city's \$2 million waterfront debt.

Meanwhile, Vermont residents responding to a Free Press request for comments voice a variety of personal and public policy concerns in a Bur-

INSIDE ►

■ Development of the waterfront, 4A

■ The cost, 4A

■ City officials and business leaders speak out, 4A

■ Readers offer their visions for the waterfront, 4A, 11A

■ Editorial, 10A

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Developers start changing the face of Burlington's waterfront

By John Howland Jr.
Free Press Staff Writer

For better or for worse, private development on Burlington's waterfront is about to begin in earnest.

Site work already has begun on a luxury condominium project across from Waterfront Park.

Two proposed office buildings also are in the works. Ground is about to be broken for one of them, a 40,000-square-foot structure next to the Radisson hotel.

And developers of the most ambitious waterfront project, Main Street Landing, hope to begin construction before summer's end.

After years in which important waterfront changes have been sponsored by government, market forces apparently are taking the lead once more.

"We've been in a real estate depression," developer Barry Mossman said. "We're coming out of it now."

Beacon Hill

Mossman said construction should begin within weeks on the first of 20 luxury condos he won permits for in 1989 but delayed because of an unfavorable economy.

He now plans to build 19, each a three-story, high-ceiling unit in the style of Beacon Hill, Boston, townhouses and each crowned with a roof-top garden.

As soon as construction starts, Mossman said, they will be offered in the \$325,000 price range.

"I'm going to start with four or five and see what happens," he said. Siting

plans call for later units to be offset, north to south, and to be stepped back up the embankment to allow each unit an advantageous view.

Waterfront Plaza

Mossman has also sought city approval for a 40,800-square-foot office and retail building called Waterfront Plaza, to be built at the foot of College Street between Lake and Battery streets.

The Planning Commission turned down the plan Thursday night, and Mossman declined to say whether he would appeal.

The building would occupy an existing paved parking lot in front of a retaining wall. Once built, the five-story building would appear from the Battery Street perspective to be less than three stories tall.

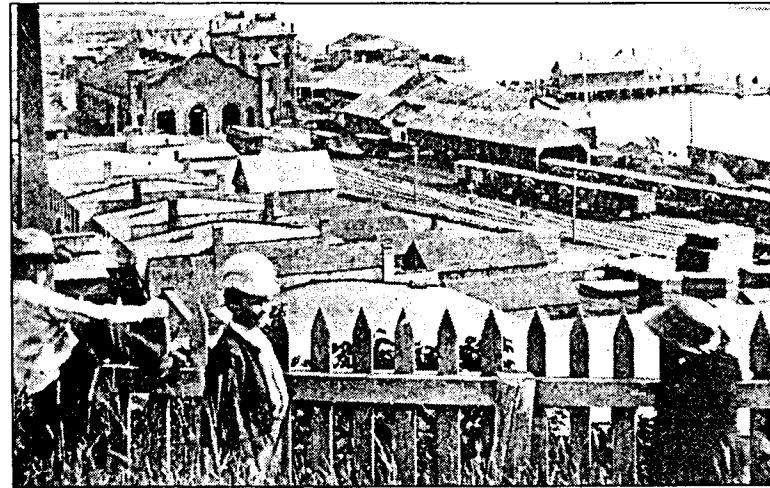
Pedestrians could walk into the building from the southern extremity of Battery Park, or could walk down steps between the building and a single-story parking garage to the north.

Mossman said the parking garage would appear from Lake Street to be 5 feet tall and would not be visible from Battery Street or from the water's edge.

Milot's plans

Just a block away, construction is about to begin on a similar project, where Gerald Milot plans a 40,000-square-foot, four-story office building on the northeast corner of Battery and College streets, next to the Radisson hotel.

Parking will be in an adjacent lot for the time being, but Milot's long-term



This photo, taken between 1860 and 1889, shows the old train tracks in front of Lake Champlain. The picture is taken from Battery Park.

plans call for building a 130-room hotel there, wrapping it around a 375-car garage that would not be visible from the exterior.

Main Street Landing

At the foot of Main Street, based in the old Union Station building, Lisa Steele and Melinda Moulton of Main Street Landing Co. say they hope to begin construction on the first phase of their project by September.

City officials' approval of plans by the company, a successor to the Alden

Waterfront Corp. of the 1980s, recently survived a court challenge.

Phase one calls for refurbishing the main building and adding two new structures and a parking garage to the south, for a total of 84,000 square feet of new construction, about 40,000 of it devoted to parking.

In anticipation of the 1995 commuter rail pilot project connecting Charlotte with Burlington, Union Station would again become a transportation depot, with a train station at the edge of the

existing tracks west of the building.

Moulton and Steele hope commuter service can be extended to other parts of the state and that Amtrak might someday stop behind their building.

In front of the station, they plan a taxi stand and more frequent bus service. And for bicycle commuters, plans call for bike racks, showers and lockers.

The main building, once the home of Green Mountain Power Corp., will continue to be rented out to the current mix of artists, crafts people, writers and operators of incubator-stage businesses.

The three-story Cornerstone Building, immediately to the southeast of Union Station, would include four residential units, offices and retail space.

Beneath it, and approached from the south, would be a 95-space garage.

The developers intend the Battery and Main street fronts of the building to be of wood, brick, stone and small-pattern glass and to mimic the designs of existing old buildings on Battery Street.

To the southwest of Union Station, along the east side of the tracks, the Wing Building would be two stories high, with four residential units and an office on the second floor.

The first floor would contain numerous small studios intended for artists and other tenants such as those now using the main building.

The design and materials of the Wing Building would be more in keeping with the historical steel and glass look of the track-side industrial and transportation buildings.

From parks to condominiums to shops, Champlain's shore holds many possibilities

Debate rages over building

By John Howland Jr.
Free Press Staff Writer

The first question is whether development of Burlington's waterfront is a good idea.

For those who say yes, the second question has two parts:

■ What mix of retail, commercial and residential use will work?

■ Which should be built first?

Open-space advocates such as Neil Heims never reach the second question. For Heims, who was among those who recently went to court to block Main Street Landing's proposed development at the old Union Station, bricks and mortar development is unacceptable.

But Heims and his associates failed, and Main Street Landing officials hope to begin construction in September.

Construction also is about to begin on Barry Mossman's luxury condominiums and Gerald Milot's nearby office complex. Other developments are in the works.

After years of talk, private development will soon be fact, not theory. But the debate, far from over, will continue on two fronts:

■ To the north, preservation of open spaces on the urban reserve portion of the waterfront beyond the old Moran generating plant promises to be a hot election issue in November.

■ South of Moran, as private developers begin construction on the old industrial portion of the waterfront, debate will sharpen as to what mix of use is economically sustainable and which uses should be developed first.

Mayor Peter Brownell is working with lawyers to draft a November ballot item calling for the immediate sale of 8 to 10 acres of the so-called North 40 portion of the waterfront for dense residential development.

This, his opponents are sure to remind voters, was the land finally acquired by the city last year, to be held "for future generations."

But Brownell, noting that taxpayers have been hit hard by the reappraisal and are in no mood to approve bonds, said that waterfront land acquisition has left the city with more than \$2 million in debts and no plan to pay them.

Sale of some of the city's land, he said, should pay for holding the rest.

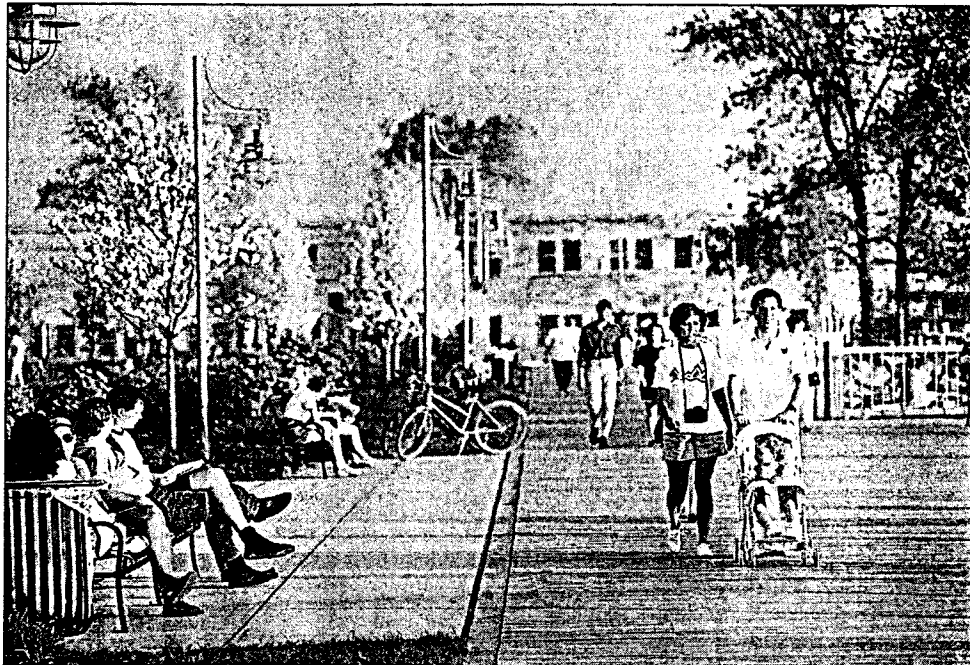
If Brownell gets his referendum, it won't be the first such issue decided at the polls.

Burlingtonians have voted on the future of the waterfront in one way or another in many elections since the 1981 mayoral upset, when Bernard Sanders campaigned against private developers' making the waterfront "an enclave for the wealthy."

For Church Street restaurateur Dennis Morrisseau, some things haven't changed. With current plans by Mossman and others, he said, "it's still going to be an enclave for the rich."

Morrisseau wants an honestly urban, densely residential waterfront, with living units of all sizes and prices.

And residential development must come before commercial, he said.



ALDEN PELLETT, Free Press

Residents and visitors enjoy the waterfront promenade. This project was completed in 1992.

Waterfront debt

Here's what the city owes

■ \$1 million bond, approved by voters in 1991. Helped buy the North 40 land from Central Vermont Railway. Being repaid out of property tax proceeds.

■ \$1,148,000 borrowed from city pension fund. Helped pay off Trust for Public Land's interest in North 40 property. Principal and

10 percent interest due in 1998, minus a \$310,000 payment due in 1996. If developer exercises an option initially granted by the railway to buy about 1.5 acres, proceeds could cover 1996 payment.

■ \$765,000 being spent to gain control of the Naval Reserve property. Loan for full amount has been negotiated with Vermont National Bank. Two payments of

\$200,000 each have been made to the Navy, and a third comes due in April. The \$165,000 balance covers interest on note, due in February 1996. No provision for payback, but long-term financing possible once UVM and The Science Center, a non-profit organization being formed, begin providing the city with revenue from the property.

"It's an error of immense proportions to continue to expand commercial activity and open space in a city whose residential base is shrinking," Morrisseau said.

Without dense residential development, he asks, who is going to patronize retail establishments in the windy, "butt-kicking cold" weeks of winter?

Brownell and Councilor Michael Monte, I-Ward 5, disagree.

"Classic wisdom says, put the housing in last," Brownell said.

Monte, the city's former Community Development director, noted the friction between residents of the Atkinson Building across from Waterfront Park and organizers of last summer's music festivals.

"We should encourage residential development where there already is commercial development," Monte said. "That way, people know they're moving into a commercial district."

Ray Pecor, owner of Lake Champlain's ferryboats and Burlington's new ball team, tends to agree with Morrisseau.

Speaking on a sparkling spring day last week, he expressed bafflement at how few people frequent Waterfront Park.

"It's a May day and it's 70 degrees,

and I can go out there and shoot a cannon and not hit anybody," he said.

"There's no one here," Pecor said. "And they want to build more parks? I don't get it."

A day later, architect Tom Cullins looked out his office window onto Perkins Pier, bright with noonday sun.

He counted one bicycle, one dog, one person.

"There is a richness of life that comes about through the co-existence of where people live, where people work and where people do business," Cullins said.

And if Burlington is to avoid the mistakes he believes were made in the 1960s, when the Cherry Street neighborhood was bulldozed to make way for Burlington Square Mall and the Radisson hotel, dense and affordable residential development must come first.

Main Street Landing plans to build 75 units of housing. Mossman is building 19 units. Developer Frank von Turkovich plans 48 units, but has set no starting date.

That's not enough, Cullins said, to support a year-round retail district.

"A hundred or 200 units?" said Pecor. "That's not going to support anything. There have to be people."

But Milot remembers when folks first

proposed making Church Street into pedestrian marketplace.

"I thought they were just crazy, because of the weather," he said, echoing Morrisseau's current concern about the waterfront.

What has to happen, said Milot, is that "the city needs to grow to the waterfront. The waterfront is not attractive enough on a year-round basis to sustain growth that's independent of the central business district."

Mossman predicted that new retail enterprises on the waterfront would look much like an extension of Battery Street, including beauty shops, real estate offices, restaurants, doctors' offices.

"I call them quasi-retail, not real Church Street stuff," he said.

And Mossman, like Brownell, views the new real estate tax assessments as driving force in what, finally, the pub will find acceptable.

"We haven't had any significant commercial development for the past four or five years," Mossman said.

"This reappraisal thing glaring points to the fact that we need more commercial development for taxes to subsidize the single-family homeowners," he said.



About this series

"Burlington Blueprint" is a yearlong examination of the challenges facing Vermont's largest city. The first installment presented an overview of the city's future. Today's installment focuses on the Burlington waterfront, its past, its present and its future. The next installment will look at business and the economy in Burlington.

The Free Press invited readers to offer their vision of the waterfront. Here is a sample of the responses. More letters are on Page 11A.

The entire waterfront should be made a park. Inaccessible to cars, the park would be enclosed by a fence of trees. Within the park, a variety of spectacles would entertain the people. At one end of the park, there would be a sculpture garden. Scattered among trees and flowers would stand statues representing Burlington.

Nearby a spectacular wildflower garden would entertain with its color and variety. A flat green area would also be saved for playing tag and Frisbee. Nearby swings and slides would face the water. A rock garden and garden in which the flowers are labeled and explained would also be cleared for a snow sledding hill in the winter.

The waterfront should be accessible to all and not be dictated by the power of money and business.

Elizabeth Gerber
Burlington

□ □ □

Open view corridors from downtown and from Battery Street. Let's see the lake and give ourselves room to enjoy it. Remove the tin buildings south of the old train station. Remove the auto parts store and gas station. Clean up the mess at Lake Street. Open space. Grass. Trees. Frisbee. Picnics. Views. Don't box it in further. Open it up!

Rob Donahue
Shelburne

□ □ □

Save the waterfront for the people. Burlington has a unique treasure in its waterfront. Whether in a boat looking up at the city on the hillside and mountains beyond or on the shore looking at the sunset over Lake Champlain and the Adirondacks, it's a beautiful place. The seven-mile recreation path along the shore and the Community Boathouse have been well used by the public daily ... a place to exercise our bodies and refresh our spirits. Art exhibits, concerts and family events could frequent the park.

Small shops and restaurants have their place — but let it be behind Lake Street.

Chicago did it — we should too!

Liv Seemann
South Burlington

To offer your vision

The Free Press would like to hear readers' visions for Burlington. You may write to: Burlington Blueprint, Burlington Free Press, P.O. Box 10, Burlington, Vt. 05402. The fax number is 860-1802. Send e-mail via America On-line: bfreepress@aol.com

LEGAL

LAKE CHAMPLAIN BASIN SCIENCE CENTER

BOARD OF DIRECTORS

DRAFT: STATEMENT OF PURPOSE

1. To focus on the Lake Champlain Basin, and the role of water in affecting, and being affected by, human activities.
2. To bring to life the dynamic relationship between human beings and the environment of the Basin, with equal emphasis on natural history and cultural and economic history, expressed by interactive exhibits and programs attractive to all ages.
3. To carry out research relating to the aquatic ecosystems of the Lake and within the Basin, and to present and explain the physical evidence of the effects of that research on human activities and choices.
4. To create a cooperative, active partnership among New York, Canadian, and Vermont institutions having complementary objectives, each partner enabling assistance to and promotion of the other partners, each filling a particular niche within public education, and no partner competing with another.
5. To provide space for (in priority) (i) both permanent and changing interactive exhibits and programs, (ii) aquatic research laboratories, (iii) interaction between research and public education, (iv) in-house teaching, (v) community meetings applicable or related to the objectives of the Center, and (vi) offices of groups or entities complementary to the objectives of the Center.

JNB:
9/28/94

11/14/94

MEMORANDUM OF INTENT

REGARDING THE LAKE CHAMPLAIN BASIN SCIENCE CENTER

This Memorandum Of Intent is dated ____ November, 1994 and is by and between Thomas Salmon, as President of the University of Vermont (UVM), Peter Brownell, as Mayor of the City of Burlington, Vermont (City), and Roxanne Leopold, as Chairman of the Board of Directors of the Lake Champlain Basin Science Center, Inc., a Vermont non-profit corporation (Corporation).

In this Memorandum, the parties wish to state their present intentions (without binding agreement or commitment in any respect at this time; all agreements will, of course, require the prior authorization and approval by the parties' respective governing bodies), regarding the ownership, governance, and administration of the proposed Lake Champlain Basin Science Center (Center), planned to be constructed on a parcel of land owned by the City and currently occupied by the U.S. Naval Reserve, with the purpose of confirming the mutual understandings prerequisite to the creation and implementation of formal agreements among the parties, as follows:

1. Description Of The Center. The Center will consist of a building, with ancillary structures and improvements, which will contain a UVM Environment Research Laboratory, together with offices, classrooms, and technical infra-structure including a research vessel and related facilities, and a public education and information facility, together with offices, public meeting areas, exterior education and recreation areas, and related facilities and infra-structure.

2. Ownership Of The Parcel Of Land. The parcel of land on which the Center will be located will be leased by the City to the Corporation under a "triple net" lease having the following terms:

(i) Term: ninety-nine years, automatically renewed, terminable by the City at any time if the property is no longer used for specified public education, recreation, and information, and/or research and education uses, as will be specifically provided for in the lease, which shall include a requirement that public access to the facility and land consistent with its primary purposes shall be an ongoing prerequisite use. If the lease is so terminated, the improvements revert to the City without payment.

(ii) Rental: The amount of all out-of-pocket direct expenses incurred by the City in respect of the parcel of land, estimated not to exceed \$800,000 at time of lease, payable in one payment at execution of the lease.

(iii) Improvements: The cost of all improvements on the parcel and necessary for the Center will be borne by the Corporation, including all sewer, water, and utility assessments and charges; however, the City will coordinate with the Center's construction schedule all adjacent improvements, including

power, access, parking and traffic management, with the objective of reducing the aggregate costs thereof to the greatest extent practicable. The City will assign to the Corporation the benefits of any easements which benefit the parcel.

(iv) Sub-Lease: The City will agree in advance to the sub-lease by the Corporation of a portion of the parcel to UVM (see paragraph 3 below).

(v) Liability: The City will be responsible for the condition of the parcel prior to lease; the Corporation and its sub-lessee, UVM, will be responsible for the condition of the parcel during the term of the lease. The City will obtain an environmental assessment of the parcel prior to the effective date of the lease.

(vi) Timing: The lease will be entered into immediately upon the vacating of the premises by the U.S. Naval Reserve.

3. Ownership Of The Building And Improvements. The building and improvements will initially be constructed by and under the direction of the Corporation, in order to provide an integrated administrative entity for all construction purposes. After completion, the building and improvements will be owned under a condominium regime, whereby UVM will hold title to the volume of the building occupied by the Lake Research Laboratory and ancillary offices, classrooms, and infra-structure, as well as the area to be occupied by the UVM research vessel and related facilities, and the Corporation will hold title to the balance of the volume of the building and the exterior improvements. Common areas and facilities (for access, maintenance, etc.) will be defined, and joint use provided for, in the Declaration Of Condominium as also will be the formula for allocation of expenses of common areas and facilities. The expenses of the respective volumes owned by UVM and the Corporation will be respectively borne by each owner.

4. Governance Of The Center. The management and administration of the Center as a whole shall be by the Board of Directors of the Corporation, overseeing a Director for the Center, who will be responsible for coordinating the uses and requirements of the two owners. The research and education programs and activities within its space will be carried on under UVM's authority and at its cost, and the public education and other programs in the Center will be carried on under the authority of the Board of the Corporation and at its cost. The costs of programs providing for the interaction of research and public education shall be allocated from time to time between UVM and the Corporation as the Corporation's Board will decide after analyzing the specific program under consideration.

5. Fund Raising. The funds which will create and maintain the Center, including construction, operating, and endowment funds, will be sought by the Corporation and UVM in a coordinated and integrated program under the overall guidance and direction of the Board of Directors of the Corporation. All funds for the design and construction of the Center shall be expended by or at the direction of the Board of Directors of the Corporation.

This Memorandum of Intent sets forth, in outline only, the intentions of the parties as to some of the principal matters regarding the proposed Center, and provides the foundation for a continuing partnership among them to implement the concepts and objectives of the proposed Center.

Thomas Salmon, President
University of Vermont

Peter Brownell, Mayor
City of Burlington, Vermont

Roxanne Leopold, Chairman
Lake Champlain Basin Science Center, Inc.

To: Messrs. Schatz and Mercurio
From: Jonathan N. Brownell
Date: 31 October, 1994
Re: Lake Champlain Basin Science Center

Description of uses, for purposes of lease

To construct, reconstruct, improve, use, and maintain on the Parcel, all at the lessee's sole discretion and in its exclusive authority, a facility, which may consist of one or more buildings or portions of buildings and other structures and improvements, for public education in, information about, and enjoyment of the natural, historic, social, or cultural environment, and to construct, reconstruct, improve, use, and maintain on the Parcel, all at the lessee's sole discretion, and in its exclusive authority, a facility, which may consist of one or more buildings or portions of buildings and other structures and improvements, for research and public or private education in and relating to the natural, historic, social, or cultural environment, to create, perform, maintain, and provide public and private recreational, cultural, civic, and educational events, facilities, and programs both within and without the buildings and structures on the Parcel all as may be from time to time determined by the lessee in its sole discretion and exclusive authority, as consistent with its non-profit corporate status, and to construct, reconstruct, improve, use, and maintain on the Parcel all infra-structural components and improvements of whatever kind and nature determined by the lessee in its sole discretion and exclusive authority as necessary and appropriate to support, enable, or complement any of the other purposes specified herein.

To: Messrs. Schatz and Mercurio
From: Jonathan N. Brownell
Date: 31 October, 1994
Re: Lake Champlain Basin Science Center

Description of uses, for purposes of lease

To construct, reconstruct, improve, use, and maintain on the Parcel, all at the lessee's sole discretion and in its exclusive authority, a facility, which may consist of one or more buildings or portions of buildings and other structures and improvements, for public education in, information about, and enjoyment of the natural, historic, social, or cultural environment, and to construct, reconstruct, improve, use, and maintain on the Parcel, all at the lessee's sole discretion, and in its exclusive authority, a facility, which may consist of one or more buildings or portions of buildings and other structures and improvements, for research and public or private education in and relating to the natural, historic, social, or cultural environment, to create, perform, maintain, and provide public and private recreational, cultural, civic, and educational events, facilities, and programs both within and without the buildings and structures on the Parcel all as may be from time to time determined by the lessee in its sole discretion and exclusive authority, as consistent with its non-profit corporate status, and to construct, reconstruct, improve, use, and maintain on the Parcel all infra-structural components and improvements of whatever kind and nature determined by the lessee in its sole discretion and exclusive authority as necessary and appropriate to support, enable, or complement any of the other purposes specified herein.

BYLAWS
of
LAKE CHAMPLAIN BASIN SCIENCE CENTER, INC.

Article I
Name

The name of the corporation is Lake Champlain Basin Science Center, Inc. (sometimes referred to in these Bylaws as the "Corporation").

Article II
Purposes

As stated in its Articles of Association, the Corporation has been formed and shall exist exclusively for charitable, education, and/or scientific purposes (including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1954 or the corresponding provision of any future United States Internal Revenue Law), including in particular: the establishment and operation of a museum and research center regarding Lake Champlain and the Lake Champlain basin area. The Corporation is not formed for pecuniary or financial gain, and no part of the assets, income or profits of the Corporation are distributable to or shall inure to the benefit of its members, trustees, directors, officers, or other private persons, except to the extent permitted in said Articles. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in any political campaign on behalf of any candidate for public office (including the publishing or distribution of statements).

Article III
Basic Policies

The following are basic policies of the Corporation:

1. The Corporation shall be noncommercial, nonsectarian, and nonpartisan.
2. Neither the name of the Corporation nor the names of any of its directors in their capacities as such shall be used in connection with any commercial concern or any partisan interest, except to the extent specifically approved by the Board of Directors upon a finding that the same will promote the purposes and objectives of the Corporation.
3. The Corporation may cooperate with other organizations and agencies concerned with the programs, policies, and needs which the Corporation seeks to promote and further, but persons representing the Corporation in such matters shall make no commitments that bind the Corporation without the express approval of the Board of Directors.

Article IV

Membership

1. Any individual or entity who subscribes to the purposes and basic policies of the Corporation may be invited by the Board of Directors to participate in the Corporation's activities and endeavors as a member. Members shall meet from time to time as determined by the members; provided that there shall be at least one meeting of the members each year, at which the Board of Directors shall report to the members regarding the Corporation's finances and activities. Although members shall neither participate in the operation or management of the Corporation, nor participate in the election of the Board of Directors, as the Board determines from time to time to constitute advisory committees, the Board shall first look to the members as participants on such committees.

Article V

Officers and Their Election

1. The officers of the Corporation shall consist of a President, a Treasurer, a Secretary, and such Vice Presidents and Assistant Secretaries, if any, as the Board of Directors may from time to time determine. Any two or more offices may be held by the same person, except the offices of President and Secretary.

2. Officers shall be appointed or elected annually by the Board of Directors at the annual meeting of the Board of Directors.

3. A vacancy occurring in any office shall be filled by the Board of Directors.

4. Officers may be removed by the Board of Directors at any time when in its judgment the best interests of the Corporation would be served thereby. The removal of an officer shall be without prejudice to the contract rights, if any, of the officer so removed. Election or appointment of an officer or agent shall not of itself create contract rights.

Article VI

Duties of Officers

1. The President shall preside at all meetings of the Board of Directors at which he or she may be present; shall perform such other duties as may be prescribed in the Bylaws or assigned to him or her by the Corporation or by the Board of Directors, and shall coordinate the work of the officers and committees of the Corporation in order that the Corporation's purposes may be promoted.

2. The Vice President, if any, shall act as aide to the President and shall perform the duties of the President in the absence or disability of that officer to act.

3. The Treasurer shall have custody of all of the funds of the Corporation; shall keep correct and complete books and records of account; and shall make disbursements in accordance with the approved budget, as authorized by the Board of Directors, or a special committee appointed by it. The Treasurer shall present a financial statement at periodic meetings of the Board of Directors as requested by the Board, and shall make a full report at the annual meeting of the Board of Directors. The Treasurer shall be responsible for the maintenance of such books of account and records as conform to the requirements of the Bylaws. The Treasurer's accounts shall be examined annually by an independent

ARTICLES OF ASSOCIATION
OF
LAKE CHAMPLAIN BASIN SCIENCE CENTER, INC.

The undersigned, a natural person of the age of majority and a resident of the State of Vermont, acting as the incorporator of a non-profit corporation under the Vermont Nonprofit Corporation Act, hereby adopts the following Articles of Association:

ARTICLE I

Name

The name of the corporation is Lake Champlain Basin Science Center, Inc.

ARTICLE II

Period of Duration

The period of duration of the corporation is perpetual.

ARTICLE III

Purpose

The corporation is organized exclusively for charitable, education and/or scientific purposes (including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code") or the corresponding provision of any future United States internal revenue law), including in particular: the establishment and operation of a museum and research center regarding Lake Champlain and the Lake Champlain basin area.

ARTICLE IV

Restrictions Against Private Benefit, Lobbying, etc.

No part of the net earnings of the corporation shall inure to the benefit of or be distributable to its members, trustees, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distribution in furtherance of its corporate purposes. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in any political campaign on behalf of any candidate for public office (including the publishing or distribution of statements). Notwithstanding any other provision of these Articles, the corporation shall not carry on any other activities not permitted to be carried on: (a) by a corporation exempt from Federal income tax under Section 501(c)(3) of the Code (or the corresponding provision of any future United States internal revenue law); or (b) by corporation contributions to which are deductible under Section 170(c)(2) of the Code (or the corresponding provision of any future United States internal revenue law).

ARTICLE V

Disposition of Assets upon Dissolution

Upon the dissolution of the corporation, the Board of Directors, after paying or making provision for the payment of all liabilities of the corporation, shall dispose of all of the assets of the

corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Code (or the corresponding provisions of any future United States internal revenue law), as the Board of Directors shall determine. Any such assets not so disposed of shall be disposed of by the State of Vermont Chittenden County Superior Court, exclusively for such purposes or to an organization or organizations organized and operating exclusively for such purposes, all as such Court shall determine.

ARTICLE VI
Initial Registered Office and Initial Registered Agent

The address of the initial registered office of the corporation is c/o Gravel and Shea, 76 St. Paul Street, P.O. Box 369, Burlington, VT 05402 and the name of its initial registered agent at such address is William G. Post, Jr.

ARTICLE VII
Directors

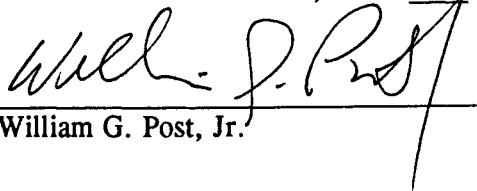
The number of directors constituting the initial Board of Directors of the corporation is three (3) and the names and addresses of the persons who are to serve as the initial directors are:

<u>Name</u>	<u>Address</u>
Ray V. Lavigne	University of Vermont 349 Waterman Building Burlington, VT 05405
Arthur Sanborn	Burlington City Hall, Room 32 Burlington, VT 05401
Roxanne Leopold	230 South Union Street Burlington, VT 05401

ARTICLE VIII
Incorporator

The name and address of the incorporator is: William G. Post, Jr., a resident of the State of Vermont, having a business address of 76 St. Paul Street, P. O. Box 369, Burlington, VT 05402.

Dated at Burlington, County of Chittenden and State of Vermont, this 6th day of September, 1994.



William G. Post, Jr.

<<LCBSART.R09>>

LAKE CHAMPLAIN BASIN SCIENCE CENTER

BOARD OF DIRECTORS

DRAFT: STATEMENT OF PURPOSE

1. To focus on the Lake Champlain Basin, and the role of water in affecting, and being affected by, human activities.
2. To bring to life the dynamic relationship between human beings and the environment of the Basin, with equal emphasis on natural history and cultural and economic history, expressed by interactive exhibits and programs attractive to all ages.
3. To carry out research relating to the aquatic ecosystems of the Lake and within the Basin, and to present and explain the physical evidence of the effects of that research on human activities and choices.
4. To create a cooperative, active partnership among New York, Canadian, and Vermont institutions having complementary objectives, each partner enabling assistance to and promotion of the other partners, each filling a particular niche within public education, and no partner competing with another.
5. To provide space for (in priority) (i) both permanent and changing interactive exhibits and programs, (ii) aquatic research laboratories, (iii) interaction between research and public education, (iv) in-house teaching, (v) community meetings applicable or related to the objectives of the Center, and (vi) offices of groups or entities complementary to the objectives of the Center.

JNB:
9/28/94

NOVEMBER

Define theme, subthemes, story, framework, target audience

Articulate one message visitors come away with.

Identify and confirm group assumptions

List possible exhibits, subject matter

Information gathering from Vermont and National museums, professional associations, etc.

Solicit consultant proposals

Outline process for exhibit plan

est. budget: \$3200

DECEMBER

Expand Committee as needed

Visit relevant museums and programs

Continue information gathering on similar exhibits, programs, institutions

Identify list of unanswered questions

Solicit additional consultant proposals

Review proposals and determine scope of contract

est. budget: \$7500

JANUARY

Continue fact finding with relevant institutions

Contract with consultants (both national and local) for t.a. to Committee and architects

Develop criteria for evaluating exhibits and programs--develop hierarchy for subjects/exhibits

Hold charrette to develop exhibits

Begin drafting comprehensive exhibit plan

Develop Summer 1995 program

est. budget: \$25,000

FEBRUARY

Review architectural plans with consultants

Develop subcommittees on research interpretation and programming, with outside input.

Explore programs to augment exhibits

Hold focus groups with key users and constituents (youth, educators, museums, business, environmentalists, Board, etc)

Complete draft exhibit plan

Issue RFP for summer program

est. budget: \$34,000

MARCH	APRIL	MAY	JUNE
Revise Exhibit Plan and distribute publically	Public review	Begin search for program staff	Exhibit design underway
Contract for summer program	Education and outreach program development	Contract for exhibit design	Construct south spit improvements
Revise architectural plans based on proposed exhibits and programs	Permitting for south spit improvements	RFP for south spit improvements	Summer program begins
est. budget: \$31,000	est. budget: \$24,300	est. budget: \$55,000	est. budget: \$155,000 total: \$335,000

List of Assumptions in developing the Program Workplan:

The immediate mission of the Program Committee is to develop an exhibits and program plan (within budget) that will allow the architectural team by March to begin the next level of design for the facility

Total Program Committee budget between November 1994 and June 1995: \$175,000 HUD grant for programming; \$110,000 HUD grant for redeveloping south spit and summer programming; \$25,000 LCBP 1994 grant; \$25,000 LCBP 1995 or Enterprise funds.

The Committee will look to utilizing local expertise as much as possible, supplementing this talent with others available nationally, when needed.

The Program Committee will regularly communicate with the Board through Betsy and Jane. In addition, the Program Committee minutes will be sent to the Board Chair. The Program Committee will be including the Board in the development and review of the exhibit plan at select times, and will send any significant revisions of the workplan to the Board.

Betsy will be available to coordinate the program development approximately 3 days per week.

The architects' participation with the Program Committee will be funded through the Committee's budget (\$200,000)

Research interpretation will be integrated with entire exhibit development

Partial List of consulted organizations and individuals (for program development) since November:

New England Museum Association
Association of Science and
Technology Centers
Inside/Outside
ECOS, Inc
Jim Backstrom, Baltimore
Aquarium
Boston Children's Museum

Montshire Museum of Science
Lake Champlain Maritime Museum
Ted Ansbacher, consultant
Ken Gleason, exhibit designer
Fairbanks Museum
BIOS, Inc
St Lawrence Aquarium project

Potential Consultant Tasks (both local and national):

Review, technical assistance on architectural design, program, budgets

Exhibit design

Assistance in planning process, interpretation of big picture, how the exhibits and programs can achieve this in a cohesive story.

Drafting RFPs for exhibit design and construction, hiring staff

Planning for aspects of running the facility; marketing aspects

Other Tasks Betsy might assist in:

Securing HUD funding ASAP, including completion of Environmental Review

Public meetings, presentations related to program and other pertinent issues.

Parking and Infrastructure needs

Lake Champlain Basin Program funding, current and future

Developing south spit

How to best utilize volunteers

LAKE CHAMPLAIN BASIN SCIENCE CENTER
Six Month Implementation Plan
 December 15, 1993

December - January:

<u>BOARD</u>	<u>FUNDRAISING COMMITTEE</u>	<u>PROGRAM/ PARTNERSHIP COMMITTEE</u>
1. Final draft of concept plan. 2. Select small fundraising committee. 3. Identify top five potential partners. 4. Determine search process for project manager/management team. 5. Board representatives meet with President Salmon, Mayor Brownell. 6. Revise operating budget.	1. Meet w/ UVM, then, together: a. Identify leadership gifts. b. Who does what - resources/ money available. c. What does UVM need for Trustees meeting. d. Set up meeting schedule. e. Spin search for foundations. f. Assess federal funding possibilities.	1. Address parking need. 2. Approach top partners

February:

1. UVM Trustees approve one building design/partnership.	1. Approve strategy for leadership approaches. 2. Approach top five leadership candidates. 3. Revise case statement, capital and operating budget estimates. 4. Interview potential feasibility study consultants	1. Develop partnership documents. 2. Conduct marketing/ economic feasibility study.
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LAKE CHAMPLAIN BASIN SCIENCE CENTER
Six Month Implementation Plan
December 15, 1993

March - June:

<u>BOARD</u>	<u>FUNDRAISING COMMITTEE</u>	<u>PROGRAM/ PARTNERSHIP COMMITTEE</u>
<ol style="list-style-type: none">1. Sign MOA between City, University, Board.2. Change/expand Board membership.	<ol style="list-style-type: none">1. Conduct fundraising feasibility study.2. Complete filing for non-profit status.	<ol style="list-style-type: none">1. Identify top five exhibit designs.2. Produce mock-ups.3. Refine architects concept design.4. Pick name.
<p><u>July 4, 1995:</u></p> <ol style="list-style-type: none">1. Launch search for Executive Director.	<ol style="list-style-type: none">1. Launch capital campaign.	<ol style="list-style-type: none">1. Launch interim "on the water" programs.

LAKE CHAMPLAIN BASIN SCIENCE CENTER
Planning Budget

Year 2 - Sources of Funding*

~~January 1, 1994 - December 31, 1994~~
July 1 1994 June 30 1995
Year 1 City UVM

Other
Sources

LCBP

Personnel (salary plus benefits @ 22%)

Project Manager	43,000	X			X
Director					
Admin. Assistant	24,500	X		X	
Education & Outreach Coord.					
Capital Campaign/Development	40,000		X	X	
Graduate Student Fellowship	12,000		X		

Professional Consultants

Feasibility Studies	70,000	X		X	
Exhibit Design	20,000		X	X	X
Legal	13,000	X	X	X	
Architect/Engineering	600,000	X	X	X	
Office Space	1,400	X			
Supplies, Postage, Phone	4,200	X		X	
Office Equipment	1,000	X			
Printing & Publications	7,900	X	X	X	X
Training/Travel/Ed	1,000	X			
Miscellaneous (5%)	34,650				

TOTAL:

1,072,650

*Including in-kind donations

872,650

LAKE CHAMPLAIN BASIN SCIENCE CENTER
 Planning Budget
 Year 2 - Sources of Funding*
 January 1, 1995 - December 31, 1995

	<u>Year 2</u>	<u>City</u>	<u>UVM</u>	<u>Other Sources</u>	<u>LCBP</u>
<u>Personnel</u> (salary plus benefits @22%)					
Project Manager					
Director	50,000	X	X	X	X
Admin. Assistant	24,500	X		X	
Education & Outreach Coord.	35,000		X	X	X
Capital Campaign/Development	40,000		X	X	
Graduate Student Fellowship	12,000		X		
<u>Professional Consultants</u>					
Market Feasibility					
Exhibit Design	180,000		X	X	X
Legal	10,000	X	X	X	
Architect/Engineering	100,000	X	X	X	
Office Space	2,800	X		X	
Supplies, Postage, Phone	5,000	X		X	
Office Equipment	4,000			X	
Printing & Publications	7,900	X	X	X	X
Travel/Training/Education	2,000			X	
Miscellaneous (5%)	34,660				

TOTAL:
 *Including in-kind donations

507,860

10/3/94
DRAFT
FOR DISCUSSION
PURPOSES ONLY

DRAFT

Total Project Budget -- New Expenses

Lake Champlain Center

October 1, 1994 - Fall 1996

(Ideal Scenario)

This is a draft budget. Each one of the line items should be approved and itemized in detail by the appropriate person(s) prior to Board final approval. There will be changes. I do not expect them to be major.

<u>Expense - Phase I (to July 30, 1995)</u>	<u>Estimated Cost</u>
Payment to City/Permits/Program Coordinator	\$870,000
Improve Spit/Pavilion	\$110,000
Demolition of Existing Building	\$200,000
Program Design	\$200,000
Fundraising Coordination	\$21,000
Architects - Conceptual Design	\$39,000
Promotional Events	\$5,000
Contingency (3.8% of Above)	\$55,000
Subtotal	<u>\$1,500,000</u>
<u>Expenses - Phase II (August 1, 1995 to Fall 1996)</u>	<u>Estimated Cost</u>
Bury Power Line	\$200,000
Construction Cost of Building (including sitework and contingency of 5%)	\$4,700,000
Architect/Engineering Fees (8% of construction cost)	\$376,000
Construction Management (Team)	\$100,000
Lab Fit-Up	\$800,000
Museum Exhibits, Design, Construction and Installation	\$2,000,000
Subtotal	<u>\$8,176,000</u>
TOTAL PROJECT BUDGET	\$9,676,000

NEW EXPENSES (Ideal)

NOTE: All Expenses Not Shown Are In-Kind

Operating Expenses for Lab for one year are estimated at \$55,000. Museum Operating Expenses for Phase II are estimated at \$150,000.

10/3/9
DRAFT
FOR DISCUSSION
PURPOSES ONLY

DRAFT

Brief Look At Revenue Sources
Lake Champlain Center

<u>Revenue Source</u>	<u>Expected Amount</u>
Lintilhac Foundation (not including UVM Endowment)	\$1,000,000
National Science Foundation - Science and Technology Centers	\$2,000,000
National Science Foundation - Academic Research Facilities & Instrumentation	\$500,000
Housing and Urban Development Agency Grant	\$1,500,000
Subtotal	<hr/> \$5,000,000
TOTAL IDEAL PROJECT GOAL	\$9,676,000
KNOWN POTENTIAL REVENUE SOURCES	\$5,000,000
<hr/>	
UNKNOWN POTENTIAL REVENUE SOURCES = GOAL	\$4,676,000

CASH FLOW IS A MAJOR PROBLEM

LAKE CHAMPLAIN BASIN SCIENCE CENTER
Projected Expenses to Match HUD* Grant
(will be spent by June 30, 1995)

Acquisition of Land	\$765,000
Permits	\$70,000
Program Coordinator	\$21,000 →
Improve Spit/Pavilion	\$110,000
Program Design	\$175,000
Architects - Conceptual Design	\$42,000
Architects - Technical and Mechanical Preparation	\$60,000
Case Statement and Printed Materials	\$12,000
Educational Events (April, July)	\$5,000
Demolition of Existing Building	\$200,000
Contingency (2.7% of Above)	\$40,000
	\$1,500,000

Other Revenue Sources Anticipated
As Cash Receipt in this Period

Kelsey Fund	\$7,000
Lake Champlain Basin Program * - 1994	\$25,000
Rent from the Navy (May, June) - May	
Reduce payments to Navy rather than be Rent	?
Lake Champlain Basin Program or Enterprises Grant - 1995	\$25,000

* These sources cannot pay for fundraising coordination.
There are no known resources to pay for fundraising work
for the January 1, 1995 to June 30, 1995 period.

LAKE CHAMPLAIN BASIN SCIENCE CENTER

SUMMER PROGRAM BUDGET
1995

- Gift Opportunities -

1.	Boat Building Program and Exhibit	\$ 82,200
2.	Melosira Landing and Public Display	\$ 25,000
3.	Hologram Exhibit	\$ 12,000
4.	Shoreline Reclamation Exhibit	\$ 20,000
5.	Program Coordinator	\$ 11,250
6.	Program Pavilion	\$ 50,000
7.	South Spit Public Access Improvements	\$ 35,000
8.	Public Amenities/Building Improvements	\$ 25,000
9.	"Gateway to the Lake Champlain Basin" (Kiosk and Display)	\$ 5,000

	Total	\$265,450
	Overhead/Administration (15%)	39,000

	TOTAL SUMMER PROGRAM BUDGET	\$304,450

Lake Champlain Basin Science Center
Preliminary Predevelopment Budget
 7/94 - 6/95

	LCBP	City*	UVM*	Other Sources
Project Coordinator	7,000	7,000	7,000	
Printing and Publication	2,000		5,000	3,000
Program Development	16,000		16,000	
Administrative Staff		20,000	5,000	
Architect/Engineering		6,000	13,000	20,000
Miscellaneous Expenses				5,000
	25,000	33,000	46,000	28,000

TOTAL BUDGET (PRELIMINARY): \$132,000

*Includes donated time and services.

Anderson ■ Indiana

217 Harbor Road • Shelburne, Vermont 05482 • 802-985-9717 Off/FAX

Estimate of Probable Cost

Lake Champlain Basin Science Center

May 20, 1994

New construction, shell scheme 22,000 sf.....\$ 3,796,280
Architecture & Engineering @ 10%379,628

Permits Planning Level II @ \$1/\$1000.....3,796
 Planning Development review \$5/\$1000.....18,981
 Impact fees \$998/1000 sf.....21,956
 DPW review \$6/\$1000.....22,777
 subtotal67,510

Utility line burial through site.....200,000
Pavilion50,000
Driveway/parking on site 8000 sf x \$2/sf.....16,000
Landscaping 30' band around shell @ \$5/sf.....100,000
 south site minimal cleanup60,000

Sub total\$ 4,669,410

Project contingency @ 5%233,470

Total\$ 4,902,888

**NAVY RESERVE FINANCIAL CONSIDERATIONS FOR THE CITY OF BURLINGTON
MAY 20, 1994**

The City has a \$600,000.00 obligations to help the Navy Reserve move to its new headquarters in White River Junction, Vermont. The first of three \$200,000.00 payments was made last year. The second was recently paid and the third is due April 1, 1995. These payments are to be reimbursed by issuing revenue bonds which are to be repaid by generating income from the Navy facility when the City has taken possession in April of 1995.

To make the payments which were due, the City borrowed \$765,000.00 from the Vermont National Bank in February of 1994. The cost to carry that debt until the bonds can be issued in may of 1996 will be:

\$765,000.00 @ 3.6% X 24 months =	\$ 43,546.00
plus	
The cost to certify the bond offering	24,825.00
plus	
The payments to the Navy	600,000.00
plus	
LOC carrying cost	<u>29,124.00</u>
	<u>697,495.00</u>
plus	
Costs to issue bonds and develop project concepts	<u>36,481.00</u>
	733,976.00

which leaves	
A reserve for eligible expenses from now until April 1, 1995 of	31,024.00

Assuming the City used \$25,000 of the reserve, it would have to issue bonds on Feb. 23, 1996 in the amount of	802,522.00
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Annual debt service on \$802,522.00 @ 7.0% for 10 years	111,816.00/yr.
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@ 8%	116,842.00/yr.
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Sources of revenue:

Dock rentals less management fees(1997)	25,000.00/yr.
Parking lot (not available during construction)	12,000.00/yr.
Space rental (not available during construction) based on 8,000 sq. ft. @ \$8.00 net/net/net per sq. ft.	64,000.00/yr.

Lake Champlain Basin Science Center

UVM/City of Burlington/Science Center

Notes of First Meeting, 13, July, 1994

A. Discussion Team:

Ray V. Lavigne,	VP Administration 349 Waterman Bldg., UVM Burlington, VT 05405 (802) 656-4450
Arthur Sanborn,	Director, CEDO Rm. 32, City Hall Burlington, VT 05401 (802) 865-7144
Roxanne Leopold,	Chairman, Science Center Board 230 S. Union St. Burlington, Vt. 05401 (802) ?
Jonathan N. Brownell	Convener, RR 1 Box 524 Corinth, VT 05039 (802) 439-5312

B. Issues: (in approximate order of our consideration)

1. Land:
 - current ownership and conditions
 - terms of transfer by City
 - eventual ownership
2. Fund Raising:
 - administration and oversight
 - allocation of funds received
 - depository of funds received
 - interim financial and construction decisions
3. Building Functions:
 - definition of prospective uses
 - prospective levels of traffic
 - prospective levels of staffing
 - possible integration of Church Street Center
 - possible integration of Discovery Museum

4. Building Governance:

- ownership(s)
- structure for governance
- structure for administration
- structure for finance
- allocation of overhead and operating costs
- allocation of income (if any)
- structure for making future changes

5. Building Design:

- form follows functions
- parking and access from UVM and City

C. Information Needed: (to be distributed before next meeting)

1. memo re. status of land and terms of transfer by City (Art)
2. memo re. application of "public trust" doctrine to currently projected uses (Art)
3. memo re. description and current levels of traffic and staffing of Church Street Center (Ray)
4. memo re. description and levels of prospective traffic and staffing of research labs (Ray)
5. information re. prospective levels of traffic and staffing in comparable institutions (Montshire, etc.) (Jonathan for new information, Roxanne for comparable information now in hand)

D. Target and Meeting Dates:

1. target date for UVM/City/Center Agreement: October 1, 1994
2. meeting dates (all at Ray's office unless otherwise decided):
 - Tuesday, August 2, 9-11am: Issue #1 (first hour with attorneys MacNeil (Art) and Mercurio (Ray)); Issue #2 (second hour with Muyskens (Roxanne) and _____ (Ray))
[meeting of Art, Roxanne, and Jonathan with Scott Cody of Discovery Museum (Roxanne)]
 - Tuesday, August 9, 3-5pm: Issue #3 (with Holdridge (Ray) and Anderson-Montgomery (Roxanne); visit to UVM labs (Ray))
 - Wednesday, August 17, 9-11am: Issue #4 (with ?)
 - Wednesday, August 31, 9-11am: Issue #4 cont'd; Issue #5 (with architects?)

Lake Champlain Basin Science Center

UVM/City of Burlington/Science Center

Notes of Second Meeting, 2, August, 1994

Attending: Lavigne, Sanborn, and Brownell;

J. McNeil, K. Schatz, T. Mercurio, (10 am), S. Muyskens,
H. Lincoln, K. Cargill, K. Baldwin, B. Rosenbluth

A. Land:

1. Provision for parking adequate for other proposed waterfront developments and the peak day requirements of the Center appears now to be a possible "stopper": let a peak day result in crowding at the waterfront, and no available parking, the word spreads, and we've failed. Jonathan will this week translate 100,000-150,000 annual Center visitors into a number of required peak day required parking spaces; Art will ask the Mayor to put this issue on a priority for his planning staff, for a discussion of a proposed resolution at our August 31 meeting, going thereafter to the traffic council and/or planning commission.

2. We were satisfied that our plans were not constrained by the "public trust" requirements, and that a complete interest in the whole parcel may be transferred by the City to the Center.

3. We shall consider for purposes of designing the Center all of the parcel which is now divided between the City (parking lot and area next to railway) and the Navy (Blue Box). Art will obtain a survey for us.

4. The City will transfer its interest in the parcel to the Center by a "perpetual" lease subject to termination only if the parcel is not used for the uses which will be specified in the lease. The rental shall be a one time, lump sum payment at time of lease, in the amount of the direct expenditures by the City on this project (est. \$800,000-\$600,000). The lease will also provide for a sharing of infrastructure costs between the Center, UVM, and the City.

5. We agreed that all efforts will be made to avoid the issuance of revenue bonds, and to retain the current interim financing arrangement until transfer to the Center. Otherwise, amendment of the bond terms will be required with substantial additional expenses.

B. Fund Raising:

1. It was agreed that the most efficient and effective program to raise the necessary funds for the Center would be for UVM, with the oversight of an Ad Hoc Committee of both UVM and citizen members, to staff and administer all of the fund raising for the Center, including both the research and the public components, for the entire term of the project. Ray will meet with Dave Wellborne next Wednesday and recommend this arrangement; Howard Lincoln and Sarah Muyskens (Ray) will prepare a "pre-development" budget (for the period now through June 30, 1995) which will identify what is needed to effect this fund raising program (additional staff member in UVM Development office?), and what resources, available and to be raised, are required to meet that need. That budget should be ready for us to review at the August 17 meeting.

2. Ray made clear that UVM could not proceed with the expenditure of any funds on site preparation or construction, or any agreement or commitment to such an expenditure, until pledges and/or cash were in hand in an amount of (i) full construction costs plus (ii) endowment for operating costs. This would not, however, prevent the Center from proceeding with site preparation earlier than that date, at its risk, with UVM's reimbursement later of its share of expended site preparation costs at such time as UVM was at or closer to its fund raising goal.

3. We did not address or resolve the important issues of interim administration and authority - for example, when the time comes, who can or should make the decision whether to take down the Reserve Building, and assume the financial responsibility of doing so? This question will be on a subsequent agenda.

Next Meeting: is at Ray's office, 3 to 5pm, Tuesday, August 9 with Holdridge (Ray) and Anderson - Montgomery (Roxanne)

Lake Champlain Basin Science Center

UVM/City of Burlington/Science Center

Notes of Third Meeting: 9, August, 1994

Attending: Leopold, Lavigne, Sanborn, and Brownell;
M. Watson, R. Holdridge, J. Anderson

A. Architects:

1. It was agreed that John Anderson would act, with consultation with Robert Holdridge and the architect knowledgeable in research lab design to be retained by UVM, as the "lead architect" for the project. A letter agreement describing the working relationship among the architects for the design phase of the project will be drafted by Anderson and Holdridge for our review 17 August.

2. The architects require from us ASAP:

a. The survey of the entire parcel

b. A general statement of currently projected uses for the structure and for its site.

c. The designation of the body who will have the authority to make decisions concerning the structure and site during the design phase.

d. The designation of the body to be financially responsible for architectural services as soon as they begin work on the project, at least during the next 4(2) months.

3. We understand that no design work should be expected until UVM begins its 1994-5 academic year. Anderson and Holdridge will give us, at our meeting on 17 August, a rough schedule for their work in the design phase, assuming commencement of design work on September 1, 1994.

B. Currently Projected Uses:

At this point, projected uses for the Center include:

1. A public exhibit area, allowing continually changeable and adaptable interactive educational activities, including exhibits, open and dynamically attractive to both passers-by and those intending to enter the structure.

2. A research lab area, meeting UVM's already determined requirements, most of which strictly exclude access by the public (this use is the only one defined in area: 8,000 sq. feet with capacity for future expansion to 12,000 sq. feet).

3. An area for interaction between research and public exhibit uses, with the objective of further public awareness of and education in UVM's activities.

4. An area for classroom(s), which could be used for other uses when not engaged in formal teaching activities.

5. An area for offices of entities especially concerned with the Champlain Basin (for example, Basin Conference, EPA, Fishing Derby, Fish and Wildlife Service), or with connected Waterfront activities (for example, City Parks and Recreation registration).

6. An area for retail sales of items related to Center activities, similiar to other "Museum Shops" in comparable facilities.

7. Areas outside the structure for extension of exhibit/educational uses during the summer.

C. Parking Requirements:

Based on the actual experience of other comparable Centers, 120,000 visitors/year translates to at least 160 parking spaces adequate for all but 4 to 6 days per year. Being on the Waterfront, we should expect a greater volume due to proximity of a dynamically attractive Center structure to other public activities. Church Street Center classroom use (mainly morning and evening) translates to 30 parking spaces per classroom maximum.

Next Meeting: is at Ray's office, 9 to 11am, Wednesday, August 17 with a visit to the research labs thereafter.

cc: John Anderson
71 Main Street, Burlington, VT 05401
(802) 660-3150

R. B. Holdridge
Architectural & Engineering Services, UVM
109 So. Prospect Street, Burlington, VT 05405
(802) 656-3291

Lake Champlain Basin Science Center

UVM/City of Burlington/Science Center

Notes of Fourth Meeting: 17, August, 1994

Attending: Leopold, Lavigne, Sanborn, and Brownell;
R. Holdridge, J. Anderson

A. Fund Raising Program:

1. UVM has agreed to use existing staff (Lincoln or Degroot) to coordinate and oversee the fund raising program for the Project as a whole. Although we acknowledged UVM's position that no commitment to or commencement of construction could occur before \$4.5 million was in hand or pledged, we agreed that that position did not and should not direct program efforts exclusively or even in priority to the Research Lab component of the facility; the fund raising program should proceed with equivalent efforts directed simultaneously at donors potentially interested in each or both of the two components. We should make clear to all concerned that only with financial support of both components can the Project proceed.

2. We discussed, with preliminary and conditional approval, a possible opportunity presented by an individual who might be immediately available to begin work as a consultant to "jump-start" the fund raising program; Roxanne will get to Ray and Art a resume and a written proposal by the middle of next week, Ray will discuss the individual's qualifications and experience with the UVM development staff and Leahy's office. We will act on the proposal at our meeting on August 31.

3. Roxanne will work with Howard Lincoln and his staff, and with Sarah Muyskens, to prepare a fund raising budget for the next 4-6 months. Ray and Art will each furnish to Roxanne information of availability of UVM and City funds to meet that budget. The budget should be ready for review and action at our meeting on August 31 (the budget should perhaps present two alternatives: with and without the proposed consultant).

B. Archtiects:

1. We approved a form of memo for the design team's collaboration which will be in final form on August 31.

2. John and Bob will prepare a budget for architectural services during the Design Phase, September 1 - November 1; Ray and Art will each furnish at our meeting on August 31 information of availability of UVM and City funds to meet that budget.

C. Meeting with Leahy's Office, Other Groups:

1. Art will arrange for Betsy to prepare a 2-4 page memo of "What's going to go on in the Center Building" after consultation with McIntosh re. Labs, reference to "Proposed Uses" in the Notes Of Third Meeting, and previous memos to the City Council. This new memo will serve as the basis for fund raising brochures, and meetings with Leahy's office and other groups. The memo will be reviewed with Kat Baldwin on the 29th, and be ready for our review and adoption on August 31.

2. Ray will arrange a meeting with Leahy's office on September 7, for which the memo will be the foundation, and mailed to them before hand.

3. I have arranged for a meeting on September 19 with the directors of Montshire (Goudy), Shelburne Farms (Webb), Shelburne Museum (Sheldon and Richardson), Maritime Museum (Cohn), Adirondack Museum (Day), and possibly Fort Ticonderoga (Westbrook), if he can make it. I will send to each of them a copy of the memo beforehand.

D. Documentation:

Art tells us that the City and UVM attorneys are working on a survey and on a draft of a lease. Art: can we have something to review by our September 7 meeting? If possible the survey should get sent to the architects before then, ASAP.

E. Incorporation:

I have arranged for Bill Post of Gravel & Shea, Vermont Community Foundation's attorney, to create a Vermont non-profit corporation by our August 31 meeting. I will report further then.

F. Discovery Museum:

Art will call Gerry Milot, as a member of the Board of DM, to see what we can do to lower the level of possible future defensive competitiveness between us.

G. Meeting Dates:

We have set as future meeting dates:

August 31, 9 am
September 7, 3pm
September 19, 9am
September 28 3pm
October 7, 9am

Next Meeting: is at Ray's office, 9 to 11am, Wednesday, August 31

Lake Champlain Basin Science Center

UVM/City of Burlington/Science Center

Notes of Fifth Meeting: 31, August, 1994

Attending: Leopold, Lavigne, Sanborn, and Brownell;
R. Holdridge, J. Anderson

1. Description of Project: We received the draft as amended by Kate Baldwin, and will read and offer any additional comments at our next meeting. Ray will send a copy of this draft to Leahy's office in preparation for that meeting. (September 7).

2. Incorporation: We agreed to incorporate immediately under the name "LCBSC, Inc.", as a Vermont non-profit corporation; Roxanne, Ray and Art as the first Board of Directors, with (for now) all decisions to be unanimous. We acknowledged that both make-up of the Board and its procedures would be amended as the Project proceeded. Members would serve as advisers, without management authority; Those serving on the citizens advisory board would be immediately designated as members. We will obtain qualification as a Sec. 501(c)(3) a.s.a.p. (estimate 90 days). Funds received by either partner (unless specifically otherwise designated in the case of the UVM Labs) would be directed to the new corporation; all funds for the Project would be expended only at the direction of the Board of Directors of the new corporation. Funds would be held f/b/o the new corporation by the Vermont COMMUNITY Foundation except where designated specifically for UVM use, in which case UVM would hold those designated funds. All consultants and employees for the Project would retained by the new corporation, except as mentioned in paragraph 3. below. Both Ray and Art will investigate by what process funds received for the Project by UVM and the City, respectively, will be transferred to the new corporation.

3. Fund Raising Consultant: We approved the Muyskens proposal of 8/26, subject to:

(i) confirmation that payment by UVM services qualified under the Kelsey grant (if not, we find the money elsewhere).

(ii) amendment of the proposal to provide for services to be rendered by the consultant to or solely on behalf of the new corporation, not the City or UVM or the advisory board.

(iii) if the consultant services constitute "employment" for tax purposes we and Sarah may wish to consider employment by UVM but with explicit acknowledgement that she reports and is responsible to the new Board of Directors; Ray will talk to the UVM comptroller for guidance, and will talk directly to Sarah thereafter.

(iv) minor qualifying amendments which Ray will clear directly with Sarah.

We will have a letter agreement embodying the proposal as a mended to sign at our meeting on September 7.

4. & 5. Budgets: We reviewed, amended and approved and preliminary budget, showing sources of funds, for Administration, Fund Raising, and Architects; Art will bring copies of the revised budget to our September 7 meeting.

6. Meeting Dates: We approved meetings on September 7 with Leahy's staff and September 19 with the Museum Directors. Roxanne has suggested that we ask two members of the advisory board program committee to meet with us on that date as well. We agreed to devote the meeting of September 28 to discussion of structures for ownership, governance, and management of the Center.

Next Meeting: at Ray's office, 3 to 5pm, Wednesday, September 7

Lake Champlain Basin Science Center

UVM/City of Burlington/Science Center

Notes of Sixth Meeting: 7, September 1994

Attending: Leopold, Lavigne, Sanborn, and Brownell
R. Holdridge, K. Baldwin, R. Paquin

1. Discussion with Senator Leahy's staff. We reviewed the status of and prospects for the Project with Bob Paquin, followed by a productive discussion.

2. Corporation. JNB reported that the corporate articles had been filed that day, and that the articles and by-laws would reflect agreements of last meeting (see Notes of Fifth Meeting, paragraph 2). Elected as officers were: R. Leopold, President and Chairman of the Board; R. Lavigne, Treasurer; and A. Sanborn, Secretary.

3. Muyskens proposal. The proposal of 8/26 was discussed, suggested amendments approved, and was unanimously approved and adopted as amended, on the basis that (i) Sara Muyskens would be retained by Lake Champlain Basin Science Center, Inc., and would report and be responsible to the Board of Directors of that corporation, (ii) that UVM would remit funds to the City, while providing office space, computer support, and secretarial services in kind, and (iii) that the City would serve as dispersing agent for LCBSC, Inc. in these early stages. This arrangement follows the suggestions made to Ray by his Comptroller.

Next Meeting: with the Directors of the New York and Vermont museums at the Grace Coolidge room, 5th floor, Waterman, 9am - 11am, Monday, September 19.

Lake Champlain Basin Science Center

UVM/City of Burlington/Science Center

Notes of Seventh Meeting: 19, September, 1994

Attending: Lavigne, Sanborn, Brownell, Muyskens and Rosenbluth;
R. Holdridge, J. Anderson, T. Montgomery;
T. Hudspeth, E. Cohen;
D. Goudy, A. Webb, B. Richardson, A Cohn, J. Day, C.
Brown;
J. Nesbitt, C. Stewart

1. Discussion with Museum directors. We had extremely productive discussion with those Museum directors attending who spoke specifically to the purposes of the Center, and the creation of a network among us for our mutual support and development, both short term during the design of the Center, as well as long term.

I have taken the liberty of aggregating my notes of what was said during the discussion into a first draft Statement of Purpose which you will find attached for discussion at our next meeting.

I will also have a proposal to you for the creation of the network among the museum directors and ourselves, and ways in which their expertise can be used in our design process, for consideration at our next meeting.

Next Meeting: at Ray's office, 3 until we have completed the agenda, Wednesday, September 28. I would suggest that Bob and John, although they are welcome, would not find it terribly useful to be at this next meeting.

Lake Champlain Basin Science Center
UVM/City of Burlington/Science Center

Agenda
Eighth Meeting
28 September, 1994

1. Discussion of First Draft Statement of Purpose.
2. Discussion of network "consultant" proposal.
3. Discussion of name (briefly!).
4. Discussion of and decisions upon ownership, governance, and administration.
 - a. ownership of facility
 - b. design and construction of building
 - c. financial:
 - fund raising
 - allocation of funds
 - adoption and monitoring of budget
 - depository of funds
 - authority to borrow
 - authority to invest
 - c. facilities:
 - administration of building and grounds
 - division of operating costs
 - funding of operating costs
 - d. programs:
 - authority to hire and fire
 - division of costs
 - funding of costs
 - e. process for amendment

Lake Champlain Basin Science Center

UVM/City of Burlington/Science Center

Notes of Eleventh Meeting: 9 November, 1994

Attending: Sanborn, Leopold, Lavigne, Nesbitt, Brownell, Muyskens, Rosenbluth

1. Act 250. JNB and Betsy will meet with Lou Borie on 14 November and JNB will report thereafter.

2. Shelburne Museum Letter of 10/14. After a lengthy and thoughtful discussion and suggestions made by Board members, JNB was asked to respond, and to meet with Messrs. Sheldon and Alexander in the near future. (Copy of my response attached).

3. Memorandum Of Intent. The draft of 10/31 was discussed, with comments from the City and UVM attorneys, and a new draft was authorized (copy attached).

4. Board of Directors. The Board members approved the following schedule for the addition of new members for the Board:

from 3 to 6 members effective 12/1/94

(Jane Nesbitt, Lawrence Forcier, and George Little were elected)

from 6 to 9 members on or before 7/1/95

from 9 to 12 members on or before 12/31/95,

with a maximum Board membership of 18; the By-Laws were authorized to be amended accordingly.

Next Meeting: at Ray's office, 3 - 5 pm, December 5

The meeting will review the Fund Raising and Program Creation schedules and Budgets therefor, for the period 1/1/95 through 3/31/95, including discussion and authorization of the Program Committee's responsibilities during that period.

Art - I have enclosed the ribbon copy of the Mem. of Intent, (as well as your copy) to be attached to the signature page you took into you last wed. *Jonathan*

Lake Champlain Basin Science Center
Board of Directors
May 1994

- KEY BOARD DECISIONS -

1. Advise City on preferred site plan
2. Choose public participation method for architectural design
3. Endorse plan for public relations materials
4. Form Nominating Committee for Board membership
5. Determine staffing plan - are we ready for search process for project manager/Director?
6. Prepare for presentation to City Council Waterfront Committee, City Council, Planning Commission
7. Activate Fundraising Committee to coordinate with UVM efforts
8. Timeline for approaching other partners