



# **Town of St. Johnsbury Designated Downtown Program Renewal Application**

**May 2023**





# TOWN OF ST. JOHNSBURY

Town Manager's Office  
51 Depot Square, Suite 3  
St. Johnsbury, VT 05819  
802-748-3926  
[www.stjvt.com](http://www.stjvt.com)

Town Clerk 802-748-4331  
Dispatch 802-748-2314  
Police 802-748-2314  
Fire 802-748-8925  
Public Works 802-748-4408  
Assessor Office 802-748-4272

May 1, 2023

Vermont Downtown Designation Program  
Division for Community Planning and Revitalization  
Department of Housing & Community Development  
One National Life Drive, 6th Floor  
Montpelier, VT 05620

Dear Downtown Board Members,

The Town of St. Johnsbury is pleased to submit our renewal application for Downtown Designation.

St. Johnsbury is proud of its long history as part of Vermont's Downtown Program, and we have seen firsthand the benefits that it brings to our community. In the past few years in particular, investments in key economic development projects have enhanced St. Johnsbury's vitality and cemented our historic downtown as the center of activity and growth in our community.

We are pleased to have prepared this renewal application in partnership with St. Johnsbury Works! Inc. DBA Discover St. Johnsbury, the town's designated downtown organization.

Sincerely,

Chad L. Whitehead  
Town Manager



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- 9) Designated Downtown Boundary Map
  - Zoning District Map
  - National or State Register Historic District Boundaries



# TOWN OF ST. JOHNSBURY

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March 3, 2023

David Snedeker  
Northeastern Vermont Development Association  
PO Box 630  
36 Eastern Avenue  
St. Johnsbury, VT 05819

Dear David,

The Town of St. Johnsbury is pleased to inform you that we will be submitting an application for renewal of our Designated Downtown Program. This program has been extremely beneficial to St. Johnsbury, and we look forward to extending our relationship with the Department of Housing and Community Development.

We will be preparing this renewal application in partnership with St. Johnsbury Works! Inc. DBA Discover St. Johnsbury, the town's designated downtown organization. We appreciate your staff's support as we move forward with this application and welcome any questions you might have.

Sincerely,

Chad Whitehead  
Town Manager



# TOWN OF ST. JOHNSBURY

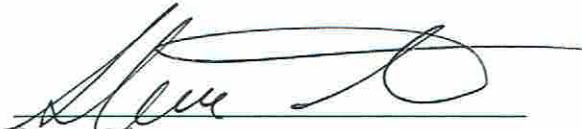
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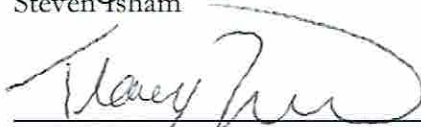
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March 27, 2023

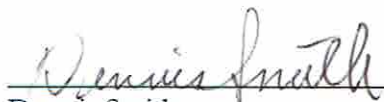
The St. Johnsbury Select Board hereby authorizes the Town Manager to submit The Designated Downtown Renewal Application with the assistance of the Director of Discover St. Johnsbury.

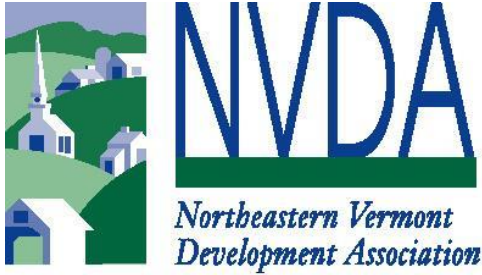
  
\_\_\_\_\_  
Frank Empsall

  
\_\_\_\_\_  
Steven Isham

  
\_\_\_\_\_  
Tracy Zschau

\_\_\_\_\_  
Brendan Hughes

  
\_\_\_\_\_  
Dennis Smith



April 11, 2023

Gillian Sewake, Director  
Discover St. Johnsbury  
Pomerleau Building, 51 Depot Square, Suite 100  
St. Johnsbury, VT 05819-2796

Dear Gillian,

This letter is in support of the Town of St. Johnsbury's Designated Downtown renewal application, and to inform you that St. Johnsbury's planning process was confirmed at the NVDA annual meeting on September 29, 2022.

St. Johnsbury was confirmed because its 2017 Municipal Plan, updated with an enhanced energy element in 2021, was approved by NVDA and remains in effect through 2025. In addition, St. Johnsbury has an active planning commission working to implement the plan, and the Town provides local funds for both local and regional planning.

NVDA enthusiastically supports St. Johnsbury's application for renewal of its Designated Downtown status.

Sincerely,

Irene Nagle, Senior Planner

Cc: Chad Whitehead, Town Manager  
Joe Kasprzak, Assistant Town Manager

# TOWN OF ST. JOHNSBURY

## NOTICE OF PUBLIC HEARING

Notice is hereby given to the residents of the Town of St. Johnsbury that the St. Johnsbury Planning Commission will hold a public hearing in the Welcome Center, 51 Depot Square, St. Johnsbury, Vermont on **Tuesday, February 19th at 6:00 PM**. The hearing will be held for public review of and comment on amendments to the St. Johnsbury Zoning and Subdivision Code of Ordinance (Land Use By-laws) pursuant to Title 24 VSA, Ch. 117 §§ 4441-4444. Full context of the proposed modifications and the Planning Commission's report are available in the Town Clerk's office or online at STJVT.com

The following sections of Article II "Zoning Districts" are proposed for amendment:

- a) **Section 313, Industrial ("IND")** is proposed to be amended to include as permitted upon issuance of a conditional use permit:
  - funeral home
  - residence associated with a business.
  
- b) **Section 316.3, Design Control District** is proposed to be amended to expand the current boundaries to include everything in the existing designated downtown development district as established under 24 V.S.A. §2793, plus additional properties proposed to be included in an expanded downtown development district as shown on the map entitled "Proposed Design Control District" dated 1/27/19.

The proposed amendments are consistent with the goals and policies of the St. Johnsbury Town Plan.

January 31, 2019

## Planning Commission Reporting Form for Municipal Bylaw Amendments

This report is in accordance with 24 V.S.A. §4441(c) which states:

*"When considering an amendment to a bylaw, the planning commission shall prepare and approve a written report on the proposal. A single report may be prepared so as to satisfy the requirements of this subsection concerning bylaw amendments and subsection 4384(c) of this title concerning plan amendments. .... The report shall provide(:)*

*(A) brief explanation of the proposed bylaw, amendment, or repeal and ....include a statement of purpose as required for notice under §4444 of this title,*

The following sections of Article II "Zoning Districts" in the St. Johnsbury Zoning and Subdivision Code of Ordinance (Land Use By-laws) are proposed for amendment:

a) Section 313, Industrial ("IND") is proposed to be amended to include under "Permitted upon issuance of a conditional use permit" the following uses:

- funeral home
- residence associated with a business.

b) Section 316.3, Design Control District is proposed to be amended to expand the current boundaries to include everything in the existing designated downtown development district as established under 24 V.S.A. §2793, plus additional properties proposed to be included in an expanded downtown development district as shown on the map entitled "Proposed Design Control District" dated 1/27/19.

The purpose of the proposed amendment to Section 313 is to allow for additional uses compatible with the purposes of the Industrial district, which district is intended to "provide a location for the establishment of industry to provide employment opportunities and a broadening of the tax base in the town."

The purpose of the amendment to Section 316.3 "Design Control District" is to retain the economic benefits of the existing designated downtown district, and to expand that benefit to additional adjacent commercial properties proposed for inclusion in an expanded designated downtown district. Such designation by the State Downtown Board requires that the Town maintain a design review procedure for the development of properties within the designated district. The proposed expanded area is depicted on the map entitled *Proposed Design Control District* dated 1/27/19.

*(A)nd shall include findings regarding how the proposal:*

1. *Conforms with or furthers the goals and policies contained in the municipal plan, including the effect of the proposal on the availability of safe and affordable housing:*

**The proposed amendments are consistent with the goals and policies of the St. Johnsbury Town Plan, specifically 3.5 "Economic Development Policy." The proposal provides additional opportunities for affordable housing by permitting residences attached to businesses as a conditional use in the Industrial District**

2. *Is compatible with the proposed future land uses and densities of the municipal plan:*

**The proposed change to allow in the Industrial zoning district the uses of a funeral home and residence attached to a business is compatible with future land uses in Town, and will not affect densities. The use of "funeral home" is currently a permitted use in the Commercial district, and permitted as a conditional use in the Residential B and Mixed Use districts.**

**The proposed change to the boundary of the Design Control District will not affect future land uses or densities, but is expected to contribute to the vitality and improved appearance of the existing downtown.**

3. *Carries out, as applicable, any specific proposals for any planned community facilities."*

**N.A. -- The proposed changes are not related to any proposal for a planned community facility.**

### Section 313 Industrial ("IND")

313.1 Objective: Land classified as "IND" is land designed to provide a location for the establishment of industry to provide employment opportunities and a broadening of the tax base in the town. Potential good highway access and water and sewer services are major considerations. A variety of types of manufacturing and offices are permitted, provided they are in keeping with the goal of making the town an attractive community and provided the performance standards of the ordinance are satisfied. This area does not conflict with major residential areas.

#### 313.2 Uses:

##### Permitted Uses

Any manufacturing, compounding, processing, packing, treatment, or warehousing of goods and products, provided the use meets standards of performance of this ordinance.

Research or testing laboratory

Office

Public building or facility

Trucking terminals

Warehouse

##### Permitted upon issuance of a conditional use permit

Adult entertainment

Auto service station

Blast furnace

Bulk storage of Hazardous materials

Child care (Classes I, II and III)

Commercial Event Venue

Commercial use

Contractor's yard

Funeral home

Hot-mix plant

Incinerator

Junk yard

Large retail store

Manufacturing or processing of petroleum, gas, fertilizer, bone, rubber, asphalt, ammonia, chlorine or explosives

Recycling center

Rendering plant

Residence associated with a business

Secure residential facility

Slaughter house

Smelter

Transfer station

Wholesale distributors (petroleum)

Wireless communication facility

316.3 Design Control District:

Compliance with the provisions of 24 V.S.A. §4414(E) having occurred in connection with:

a) The adoption of the 1972 St. Johnsbury Master Plan, which included a report describing planning and design problems associated with the design Control District therein proposed; and

b) The approval by the Planning Commission on January 23, 2003 of a Design District report, and subsequent Planning Commission Report dated January 31, 2019 recommending an expansion of the original Design Control District, there is hereby established an expanded Design Control District to the extent and as indicated on the Zoning Map as the entitled "~~St. Johnsbury Zoning Map, Historic and~~ "Design Control Districts Overlay". The designation of the Design Control District hereby established by the Select board and indicated on said map is intended to encompass and include all lots:

(i) facing to any extent on Arnold Park,

(ii) facing to any extent Main Street along its entire length between Spruce Street to and including the entire St Johnsbury Academy property,

(iii) facing to any extent Fairbanks Drive along its entire length,

(iv) facing to any extent Eastern Avenue along its entire length between Main Street and the right of way of Northern Vermont Railroad (Newport and Richford Railroad); and

(v) facing to any extent, Railroad Street along its entire length between Federal Pearl Street and a point approximately 300 feet north of Maple Street;

(vi) facing to any extent on Maple Street from Main Street to Railroad Street;

(vii) facing to any extent on Central Street from Main Street to Summer Street;

(viii) facing to any extent on Summer Street from Central Street to Webster Street, including property on the east side of Summer approximately 100 feet south of Central Street, and excluding properties on the east side of Summer Street a distance farther than 250 feet north of Winter Street;

(ix) facing to any extent on Winter Street from Summer Street to Main Street;

(x) facing to any extent on Bay Street from a point approximately 250 feet south of Town Hwy 540 to the intersection of St. Mary Street; and

(xi) facing to any extent on St. Mary Street from Bay Street to a point approximately 400 feet north of Bay Street.

(xii) facing to any extent Cherry Street from Eastern Avenue to Maple Street;

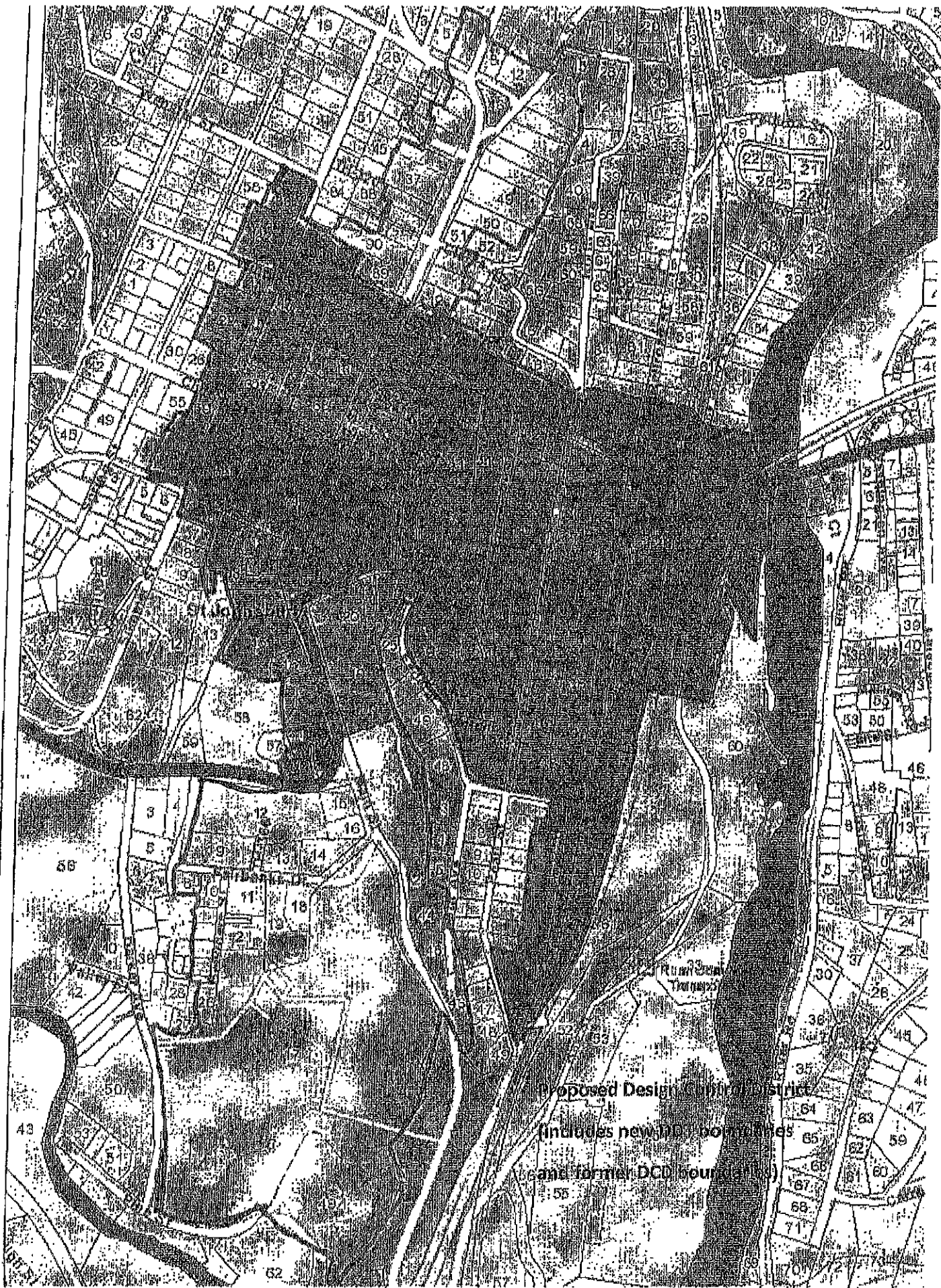
(xiii) facing to any extent on Charles Street;

(xiv) facing to any extent on Prospect Street; and

(xv) facing to any extent on Pearl Street from Federal Street to Maple Street to include 12 North Avenue and 186 Clarks Avenue.

In the event that any such lot is less than seventy five (75) feet in depth, any lot to the immediate rear thereof is also included in the district hereby established. The indication of the boundary of the Design Control District hereby established on said map is intended to be representational only. When the administrative Officer cannot definitely determine the location of the boundary of the district hereby established by reference to this Section 316.1.1, he or she shall refuse action and the Development Review Board shall determine the boundary of such district with

reference to the purposes to be served by the creation of such district.



Proposed Design District

(includes new DCD boundaries)

and former DCD boundaries





# TOWN OF ST. JOHNSBURY

Planning Commission  
St. Johnsbury, VT 05819  
Tuesday, February 19, 2019

6:00 pm,  
Public hearing  
Welcome Center – 51 Depot Square

## DRAFT/UNAPPROVED MINUTES

Members Present: Jim Brown, Chair  Ben Copans, Vice Chair  Ed Behr   
Bud Stevens  Lawrence Dolan  Open  Open

1. Convene public hearing. The Chair, Jim Brown, convened the public hearing to order at 6:04 pm; he stated there was a quorum so official business could be conducted when appropriate; two members of the public were present – Bob Swartz and Stephen Robertson; and two town employees were present - Joe Kasprzak and Paul Berlejung. Maurice Chaloux came later.
2. The chair explained there were two items on the agenda; two additions to the conditional use permits in Industrial Districts and the expansion of the Design Control District.
3. The chair brought up the additions to the Industrial districts in the bylaws. He explained the additions were funeral homes and residences associated with a business. The chair asked for any questions, comments or requests from the public and there were none. A motion was made by Larry Dolan and seconded by Ed Behr "To amend section 313 of the zoning bylaws to include as permitted upon issuance of a conditional use permit 'funeral home' and 'residence associated with a business.'" The chair asked was there any discussion and there was none. Passed unanimously by Brown, Copans, Behr and Dolan.
4. The chair brought up the proposed amendment to expand the Design Control District (DCD) at section 316.3 of the bylaws and explained in depth what was being done. The chair asked for and questions, comments or requests from the public and there were none. Joe Kasprzak explained the reasons for the changes to the DCD. Bob Swartz, chair of the Design Advisory Committee (DAC), noted that the DAC approved of the change. A motion was made by Larry Dolan and seconded by Ed Behr "To amend section 316.3 to expand the current boundaries of the Design Control District to include everything in the existing Designated Downtown Development District plus additional properties proposed to be included in an expanded Downtown Development District as shown on the map entitled Proposed Design Control District dated 1/27/2019." The chair asked if there was any discussion and there was none. Passed unanimously by Brown, Copans, Behr and Dolan.
5. The chair said he would entertain a motion to send the two amendments to the select board for adoption. Larry Dolan moved "The two amendments to the bylaws be presented to the select board in an executive session for the select board to adopt the two amendments." Seconded by Ben Copans. The chair asked for any discussion and there was none. Passed unanimously by Brown, Copans, Behr and Dolan.

4. Adjournment. The chair adjourned the public hearing at 6:23 pm.

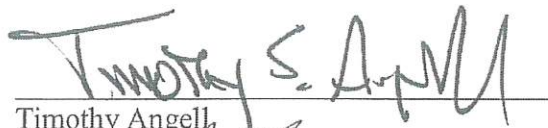
Respectfully submitted, H. Paul Berlejung



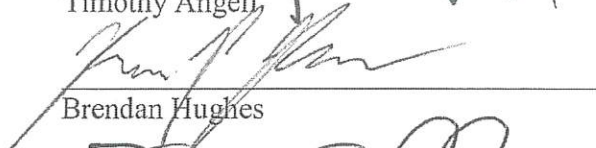
RESOLUTION NO. 1

A resolution of the Select Board of The Town of St Johnsbury agreeing to apply the State of Vermont to amend the existing Designated Downtown Boundary that was approved by the State of Vermont Designated Downtown Board on 05-26-2015 to include the properties listed below. Be it further resolved that the Select Board of The Town of St Johnsbury authorizes the Town Manager and Assistant Town Manager to sign all documents relating to the application to amend St. Johnsbury's Designated Downtown Boundary.

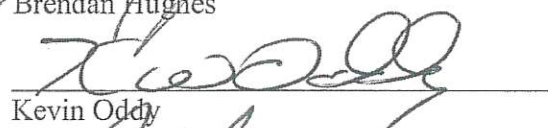
PASSED and APPROVED this 25 day of MARCH, 2019



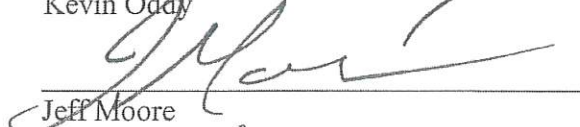
Timothy Angell



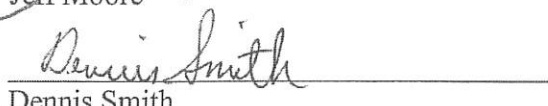
Brendan Hughes



Kevin Oddy




Jeff Moore



Dennis Smith

Attest:

  
Stacy Jewell

List of Properties proposed to be added include:

- ▶ 44 Pearl St.
- ▶ 70 Pearl St.
- ▶ 10 St. Mary St.
- ▶ 12 St. Mary St.
- ▶ Portland St. (no number- Maine Central Railroad Inc.)
- ▶ Bay Street (ADI – St. Johnsbury Transfer))
- ▶ 119 Bay St.
- ▶ 136 Bay Street
- ▶ 145 Bay St.
- ▶ 195 Bay St.
- ▶ 202 Bay Street
- ▶ 249 Bay St.
- ▶ 256 Bay Street
- ▶ 258 Bay St.
- ▶ Main St. (VT Agency of transportation)
- ▶ 27 Frost Ave.
- ▶ 49 Frost Ave.
- ▶ 63 Frost Ave.
- ▶ 86 Maple St.
- ▶ 88 Maple St.
- ▶ 110 Maple St.
- ▶ 112 Maple Street
- ▶ 12 North Ave. (American Legion parking lot)

# Special Meeting of the St Johnsbury Select Board March 25, 2019 at 5:30 PM-Pomerleau Building

Present- SB: Kevin Oddy, Chair, Tim Angell, Dennis Smith, Jeff Moore, Brendan Hughes  
Staff-Town Manager-Chad Whitehead; Assistant Town Manager- Joe Kasprzak, DPW Director  
Hugh Wescott; Planning Commission Chair- Jim Brown.  
Press: KATV; NVU;

Meeting called to order at approximately 5:30 PM with the Pledge of Allegiance recited.

## Public Hearing:

### Industrial Zone; add Funeral Home and residence associated with a business as conditional use

- The Public Hearing Warning was read by the Town Manager.
- Kevin Oddy opened the meeting to comment from members of the board and to the public.
- Tim Angell asked if there were restrictions on business type and Jim Brown indicate that that would fall under the Conditional Use Review.
- Jeff Moore asked what initiated the change and Jim Brown indicated that a potential business requested a revision.
- Susan Cherry questioned if residence associated with a business meshed with Industrial Use, and Jim Brown indicated that the Planning Commission received input from a realtor who indicated that the proposed change would fill a development need.
- Kevin Oddy expressed concern regarding businesses being closed or sold resulting in a residential lot.
- Susan Cherry suggested that the definition of Funeral Home could be revised to include the residential unit.

### Amend Design Control Boundaries.

- Joe Kasprzak presented the proposed revised boundary
- Kevin Oddy opened the meeting to comment from members of the board and to the public.
- Jeff Moore asked about property at 566 Railroad and Joe confirmed the proposed boundary did not bisect the lot.
- Jeff Moore indicated the board may wish to review the authority of the Design Advisory Committee at a later date.
- Bob Swartz, the chair of the DAC indicted that the current program works well since if the applicant is not in agreement with the DAC's recommendation they are not bound to it.
- Tim Angell asked what the pros and cons were to inclusion of more of Bay Street, and Joe indicated that there isn't currently enough build-out in that area at this time, but if something changed we could make a change and amend it further in the future.

On a motion by Jeff Moore and second by Dennis Smith the meeting was adjourned.

# Special Meeting of the St Johnsbury Select Board

## March 25, 2019 at 6:00 PM-Pomerleau Building

Present- SB: Kevin Oddy, Chair, Tim Angell, Dennis Smith, Jeff Moore, Brendan Hughes  
Staff-Town Manager-Chad Whitehead; Assistant Town Manager- Joe Kasprzak, DPW Director  
Hugh Wescott;  
Press: KATV; NVU;

Meeting called to order at approximately 6:00 PM with the Pledge of Allegiance recited.

### Housing Vermont Hearing- VCDP Grant Application

- Kathy Beyer of Housing Vermont and Becky Masure of Rural Edge addressed the board to discuss the New Avenue Project at 10 Eastern Avenue.
- Kevin Oddy opened the meeting to comment from the board and members of the public.
- Kathy indicated that the commercial property was sold to Kingdom Development Corp and Northeastern Vermont Regional Hospital.
- Improvements will include Handicap Accessibility and parking improvements at the back of the building.
- A new floor plan will include 38 apartments will require completely gutting the building, removing all plaster, asbestos abatement, plumbing and electrical.
- Anticipate being out to bid in November with construction beginning in 2020.
- Rural Edge will be the relocation agent for existing tenants.
- Brendan asked if there was currently any vacancies and Kathy indicated there were 9.
- Jeff asked if the commercial space would be done concurrently with the residential remodel and Kathy indicated that they would.

On a motion by Jeff Moore and second by Dennis Smith the meeting was adjourned.

# Regular Meeting of the St Johnsbury Select Board March 25, 2019 at 6:30 PM-Pomerleau Building

Present- SB: Kevin Oddy, Chair, Tim Angell, Dennis Smith, Jeff Moore, Brendan Hughes  
Staff-Town Manager-Chad Whitehead; Assistant Town Manager- Joe Kasprzak, DPW Director  
Hugh Wescott;  
Press: KATV; NVU;

## Public Comment:

- Chris Mann addressed the Select Board and indicated that he was interested in being appointed to the Calex Board for the Town of St Johnsbury.

## Minutes:

- On a motion by Tim and second by Brendan the meeting minutes for March 11, 2019 were approved with minor revisions

Liquor Licenses: On a motion by Jeff and second by Dennis the following liquor license were approved; Brendan Hughes abstained:

- Veterans of Foreign Wars- 1<sup>st</sup> class license
- Veterans of Foreign Wars- outside consumption
- Anthony's Diner
- Pica-Pica Filipino Restaurant
- Bread & Butter- 1<sup>st</sup> class license
- Bread & Butter- outside consumption
- American Legion

Warrants: On a motion by Dennis and second by Jeff, the warrants were approved.

## Bylaw Amendments:

Industrial Zone; add Funeral Home and residence associated with a business as conditional use:

- On a motion by Dennis and second by Jeff, but board tabled the Industrial Zone changes with a recommendation to the Planning Commission to revise the definition of Funeral Home.

## Amended Design Control Boundaries:

- On a motion by Jeff and second by Brendan the board approved the revised Design Control Boundary in accordance with the maps attached.
- On a motion by Dennis and second by Tim the board adopted the following resolution: A resolution of the Select Board of The Town of St Johnsbury agreeing to apply the State of Vermont to amend the existing Designated Downtown Boundary that was approved by the State of Vermont Designated Downtown Board on 05-26-2015 to include the properties listed below. Be it further resolved that the Select Board of The Town of St Johnsbury authorizes the Town Manager and Assistant Town Manager to

sign all documents relating to the application to amend St. Johnsbury's Designated Downtown Boundary.

Housing Vermont VCDP Grant Resolution:

• On a motion by Jeff and second by Tim the board adopted the following resolution: WHEREAS, the Town of St Johnsbury (hereinafter "Applicant") is applying for a Grant under the Vermont Community Development Program; and WHEREAS, it is necessary that an application be made and agreements be entered into with the State of Vermont.

Now, THEREFORE, BE IT RESOLVED as follows:

1. that Applicant possesses the legal authority as defined in the State Act [10 VSA §683(8)] to apply for the grant and to administer the program; and
2. that Applicant apply for a grant under the terms and conditions of said program and agree hereby to enter into Certifications and Assurances there of; and
3. the Applicant has a duly adopted and current Municipal Plan May 8, 2017 (Date Adopted) and that the project is consistent with said plan; and
4. the Applicant has received documentation from the Regional Planning Commission that the project is consistent with the "Regional Plan; and
5. that Kathy Beyer is hereby authorized to be Contact Person and as such to provide, on behalf of Applicant, all documents and information necessary for the completion of said application and to provide such coordination as may be necessary for said application; and
6. that Chad Whitehead, Town Manager who is either the Chief Executive Officer (CEO), as defined by 10 VSA §683(8), or is the Town Manager, the City Manager, or the Town Administrator, is hereby designated to serve as the Authorizing Official (AO) for the Grants Management On-line System, Intelligrants; and
7. that it is understood that, if the application is funded, the receipt of VCDP funds, as federal funds passed through the State of Vermont, may require that an audit of the Applicant be conducted under the provisions of the Single Audit Act, as amended, and that VCDP funds may be used to fund only a limited portion of the audit cost.

Discover St Johnsbury USDA RBEG Grant Application:

- Tara Holt of the Chamber addressed the select board regarding a grant application for Discover St Johnsbury to provide Marketing for the Town, its businesses, events and organizations.
- Tim asked what the time line was for the application and Tara indicated it was due the end of this week.
- Brendan asked what the strategy was to measure impact and Tara indicated that data collection will be imperative.
- Jim Brown asked what the target markets were and Tara indicted it was towards day trip population and all the eastern townships from Massachusetts into Canada.
- Jamie Murphy of the Kingdom Taproom spoke in support of the application indicating it was a good time to launch a marketing campaign.
- Robbin Little of the Moose Lake and Lodge spoke in support and indicated that good things are happening in St Johnsbury with the improvements at New Avenue, new restaurants and the distillery.
- Amanda Weisenfeld of the Artisan's Guild spoke in support and indicated she was thankful to the Chamber for their work.
- On a motion by Tim and second by Dennis the board authorized the use of \$8,200 from Economic Development Reserves to be transferred to the General Fund and used

as match for the project and authorized a letter of support for the USDA Rural Development RBEG grant application.

Manager's Report:

- Chad Whitehead provided the board with copies of a draft Municipal Policies that will need to be reviewed and adopted at a future meeting.
- Chad provided copies of NVDA's annual meeting minutes.
- Bids were received for Pearl Street and were currently under review by Nate Sicard of Ruggles Engineering
- DPW was preparing for warmer weather and potential issues with runoff as the snow and ice began to melt.

Other Business:

- The Board indicated that DPW did a good job handling the adverse weather conditions that were experienced on Friday into Saturday.

The meeting adjourned on a motion by Tim and second by Jeff





# DISCOVER StJohnsbury

## Community Reinvestment Agreement

The Town of St. Johnsbury seeks to maintain its active designation with Vermont's Downtown Designation Program, with a renewal application due in May 2023. Designated Downtowns support local revitalization efforts by providing technical assistance and state funding to help municipalities build strong communities. Specific benefits of the program include: Downtown and Village Center Tax Credits for facade, historic preservation, and code improvement projects for properties within the downtown; eligibility for the Downtown Transportation Fund; priority consideration for state grants; traffic calming and signage options; eligibility to create Special Assessment Districts; reduced requirements for Act 250 review for certain projects; and, eligibility to designate Neighborhood Development Areas within the same municipality.

The Designated Downtown Organization for St. Johnsbury is the independent 501(c)(3) nonprofit organization St. Johnsbury Works! Inc. DBA Discover St. Johnsbury. Discover St. Johnsbury's mission is to stimulate and promote the vitality of downtown St. Johnsbury's cultural, commercial, and community resources. The strategic goals of the organization are to:

- *Become a Catalyst for Economic Growth*
- *Create Community Connections*
- *Increase Positive Visibility of St. Johnsbury*
- *Improve Organizational Capacity*
- *Build a Diversified and Sustainable Financial Model*

Your signature below indicates your support for the renewal of the municipality's Designated Downtown Program status, and your commitment to participate in ongoing downtown revitalization efforts:

	Chrisy Leffel	St. J. Spirit	Owner
	MAGGIE GRAY	HAVEN CO. DBA HAVEN	OWNER
	Steven Isham	Select Board	Member
	Frank Empsall	Select Board	Member
	Scott Beck	State Rep.	Rep.
	Chad Whitehead	Town of St J	Town Manager
	Florence Chamberlin	Discover St Johnsbury	BO Member
	Keri Chamberlain	Flek, inc	principal

Signature: *[Handwritten Signature]* Print Name: Benjamin Gatz Business/Organization: St. J Chamber Title: Member

Signature: *[Handwritten Signature]* Print Name: George Sales Business/Organization: Pica-pica Piquino Cuisine Title: Owner

Signature: *[Handwritten Signature]* Print Name: Linda Geran Business/Organization: Resident Title: Resident

Signature: *[Handwritten Signature]* Print Name: Jayme McCarty Business/Organization: Resident Title: Resident

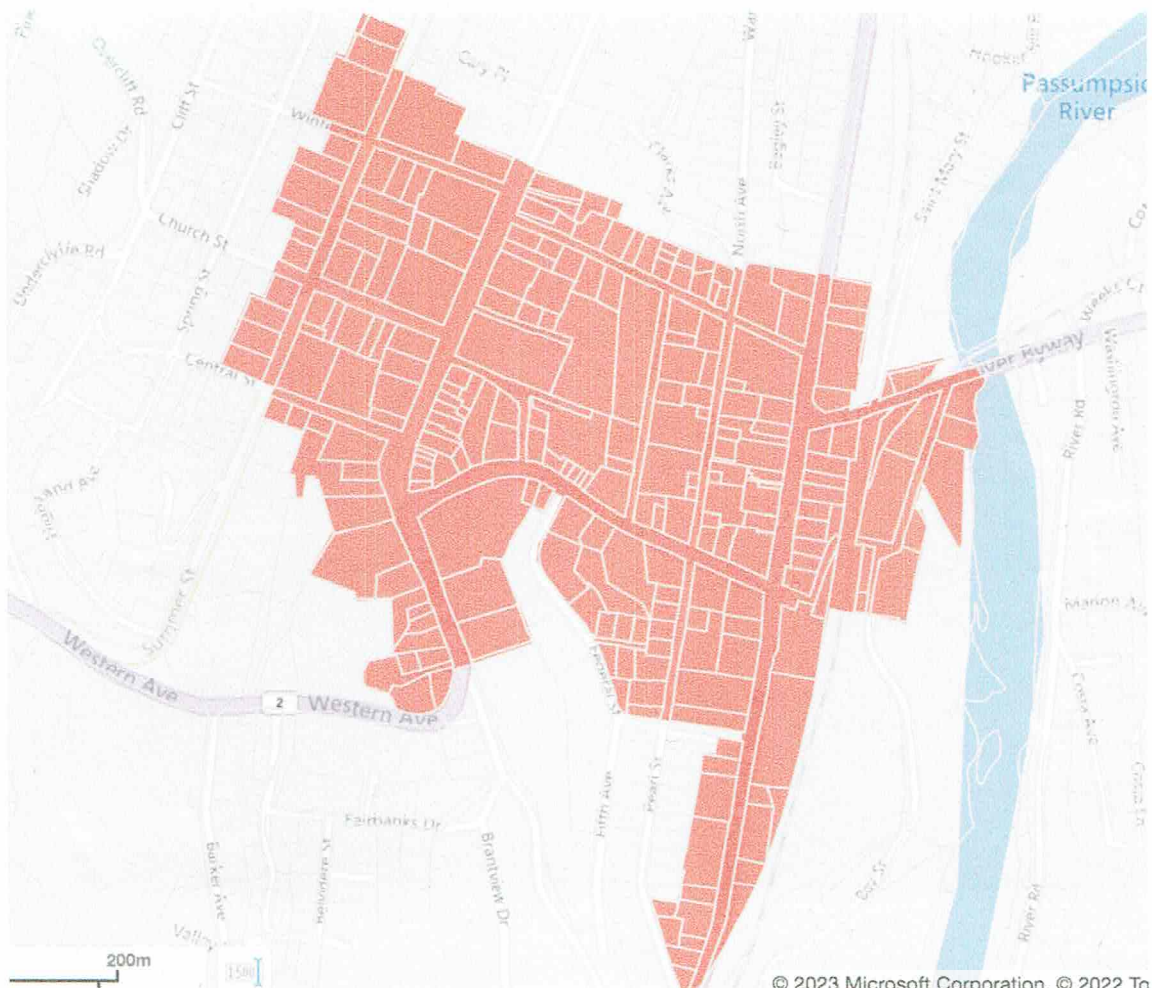
Signature: *[Handwritten Signature]* Print Name: DENNIS HOUER Business/Organization: Resident Title: RESIDENT

Signature: *[Handwritten Signature]* Print Name: Julie hedoux Business/Organization: Resident Title: Resident

Signature: *[Handwritten Signature]* Print Name: John Cummings Business/Organization: KDC Title: CEO

Signature: *[Handwritten Signature]* Print Name: Shaina Calhoun Business/Organization: Discour St. J Title: Board Member

Signature: *[Handwritten Signature]* Print Name: Katherine Boyce Business/Organization: Resident St. J Title: Resident





# TOWN OF ST. JOHNSBURY

Town Manager's Office  
51 Depot Square, Suite 3  
St. Johnsbury, VT 05819  
802-748-3926  
[www.stjvt.com](http://www.stjvt.com)

Town Clerk 802-748-4331  
Dispatch 802-748-2314  
Police 802-748-2314  
Fire 802-748-8925  
Public Works 802-748-4408  
Assessor Office 802-748-4272

April 21, 2023  
St. Johnsbury Designated Downtown  
2023-2028 Capital Improvement Plan

## History

### Transportation and Pedestrian Improvements:

Since the last Downtown Designation update in 2015 the Town of St. Johnsbury continues to realize improvements within the Downtown. In 2016, following the Renovations at the Pomerleau Building the Town began construction of the Railroad Street Enhancement Project which replaced sidewalks installed brick paver bumps out, replaced overhead lighting with new ornamental LED streetlights on Railroad Street from Portland Street to Eastern Avenue. This \$712,244 project was funded utilizing VTrans Bicycle and Pedestrian Funds and ACCD Downtown Transportation Funds and was complete in 2017.

In 2018 the Town completed construction of the Depot Square Park project, also known as the Welcome Center Improvements: Phase 3. This project is adjacent to the Railroad Street Enhancement project and tied that into the improvements made at the Pomerleau Building and created a space utilized daily by visitors to St. Johnsbury and used to host summer events in the Downtown.

In 2019 the Town completed abatement work on a vacant and blighted building they had received through tax sale to demolish the building and redevelop the lot for the construction of the Three Rivers Trailhead Pavilion. The Pavilion was constructed as part of the Three Rivers Riverfront Path Extension constructed in 2020. This project connects the trailhead of the Lamoille Valley Rail Trail at the edge of Town on South Main Street to St. Johnsbury's Designated Downtown.

The Eastern Avenue and Pearl Street Enhancement project, which is currently 90% complete extended the improvements on Railroad Street up Eastern Avenue and replaced a block of sidewalk on Pearl Street last summer. This project was funded by ACCD through the Downtown Transportation Fund.

The Route 5 and South Main Street scoping study was completed which identified pedestrian improvements and traffic calming as well as bicycle lanes along Railroad Street from South Main Street to the Welcome Center. The final construction plans and contract documents were developed, but due to contractor availability and lack of competition, the Town has not yet been able to award the construction for the project.

### Utility Improvements:

The Town of St. Johnsbury continues to invest in utility improvements to support growth. Since 2015 the Town has completed approximately \$18,200,000 in utility improvements, including

upgrades at the Wastewater Treatment Facility, storm water separation extending from the VFW extending along Thaddeus Lane, and replacement of the sewer line on Bay Street. The Town has completed piloting and obtained approval from the State of Vermont for Vermont's first microfiltration water treatment facility. The construction contract was bid, and the Town is awaiting approval to initiate construction. Although infrastructure improvements such as the treatment facilities are not in the Designated Downtown- improvements at these facilities will support the Downtown for the future.

#### Private Sector Improvements:

Several private sector improvements have been made in the Designated Downtown including the renovations to the housing and first floor retail spaces at the New Avenue at 10 Eastern Avenue, renovations to the old St Johnsbury Hardware building for the St Johnsbury Distillery. The former State Office building at 67 Eastern Avenue was remediated, renovated and is now at full occupancy. Several new retail and hospitality businesses have moved into previously vacant store fronts along Railroad Street. The Fairbanks Museum is currently in construction on their new Tang Science Annex.

### Five Year Plan

1. \$1,725,950: LVRT Riverfront Trail Connection Phase II- The proposed project will provide a connection from Downtown St Johnsbury to the end of the Lamoille Valley Rail Trail (LVRT) trailhead. This project builds on the successful Three Rivers Path Extension and Trailhead project that was funded by a previous Northern Borders Regional Commission grant and Local Funds. The currently proposed trail project will construct an additional 2,800 linear feet of cross-country trail sections along the Passumpsic River and will include lighting and safety enhancements as well as incorporation of art and cultural displays along the path. Additionally, enhancements to St Johnsbury's Honking Tunnel will connect the Lamoille Valley Rail Trail to St Johnsbury's Downtown.

This project funded by the Northern Borders Regional Commission, US Economic Development Administration, US Rural Development (as a Congressionally Directed Spending) and Local Funds.

2. \$250,000: Railroad and Pearl Street Enhancement- The improvements on Pearl Street include adding new lighting along the top of an existing retaining wall that forms the Western boundary of the Railroad Street Parking Lot, as well as adding brick pavers within this landscaped space. The lighting will enhance the long-term employee parking serving the Downtown and help ensure that visitor parking is available in the Railroad Street Parking Lot. The brick pavers will provide space for St Johnsbury's Beautification Committee to install planters and bicycle racks. Installation of lights on the wall and replacement of the existing incandescent streetlights with new, better LED lights that match the ornamental lights installed in the Railroad Street Enhancement project constructed in 2017 and the Railroad and Pearl Street Enhancement Project Constructed this last summer. We will also install a cloud based video surveillance system which can be accessed by St Johnsbury's Emergency Dispatch Center. These improvements will increase the safety within this parking lot allowing visitors to spend time in our Downtown without worrying about their vehicles, bicycles or other property. Replacing the sidewalk from the intersection of Portland Street and Railroad Street along Railroad Street will increase pedestrian safety and will also extend the Enhancements

completed on Railroad Street and Pearl Street previously funded in part by the Downtown Transportation Fund Program.

This project is funded by the ACCD Downtown Transportation Fund and local matching funds.

3. \$12,710,935: Water Treatment Facility Upgrade- The project includes demolition and removal of the existing painted steel filter tanks at the Water Treatment Facility and replace the tanks with a membrane treatment process constructed of non-corrodible materials in a new building. In addition, the chemical storage and feed systems are recommended to remain in the existing building.

This project has obtained bond approval from the voters and funding from the Vermont Clean Water Revolving Loan Fund. Loan funds will be repaid by the Water System users.

4. \$3,998,000: Wastewater Treatment Facility Solids Handling- Based on an evaluation of St Johnsbury's solids handling and land application processes, and changes in regulation regarding PFAS and PFOAs the Town will need to make additional improvements to properly handle solids generated by the wastewater treatment process including the demolition of the east sludge storage tank, construction of a new solids handling facility complete with adjacent dewatered sludge storage, and the installation of a mechanical dewatering system. The construction of a new solids handling facility to provide mechanical dewatering of the anaerobically digested sludge will provide the facility with the most operational flexibility moving into the future.

This project has obtained bond approval from the voters. Applications have been submitted for funding through USDA Rural Development and the State of Vermont Clean Water Revolving Loan Fund. Loan funds will be repaid by the Wastewater System users.

5. \$11,200,000 Armory Redevelopment the Armory is owned by the Town and is the focus of this cleanup project. Constructed in 1916, the Armory is a historic building, the focal point of the Main Street Historic District, and the most significant opportunity for the Town as a driver of revitalization along this blighted corridor. The Armory site consists of a two-story brick and block structure located on 0.44 acres in the downtown core and center of the Town's OZ. The building envelope covers 16,700 sf, including the ground floor, second floor, and basement. The Armory was sold to the Town in 1975 by the State of Vermont Board of Armory Commissioners, who operated the facility as an Armory for the First Vermont Infantry. After the Town acquired the Armory in 1975, it was home to several municipal departments, including the St. Johnsbury Police Department until the 1990s, followed by the Town's Recreation Department until 2009, when it was determined that existing Regulated Building Materials (RBMs) would make it too costly for the Town to provide upgrades to meet current building codes. The building has been vacant for the past 13 years due to the presence of RBMs and structural concerns. As do similar structures its age, the Armory contains abundant Asbestos-Containing Materials (ACMs), Polychlorinated Biphenyls (PCBs), and Lead-Based Paint (LBP). Abatement costs associated with these materials are a significant hurdle to future renovations.

The redevelopment plan is to relocate the current police department and regional dispatch center into the renovated former Armory facility. Revitalizing a historic building by remediating contaminants and occupying a currently vacant structure will allow for efficient,

comfortable accommodations for St. Johnsbury police and dispatch staff to better serve the region. When completed, the Armory will provide upgrades vital for staff recruitment and retention and will serve as the regional dispatch center, the Town's emergency operations center, and as the essential services regional training and education center.

This project has received general obligation bond approval of \$5.4M and a \$500,000 EPA Clean Up Grant. Town officials are continuing to seek funding from USDA Rural Development, VT Brownfields Revitalization Fund, Regional Planning Commission Revolving Loan Funds, Homeland Security, Municipal Energy Resiliency Program and Efficiency Vermont to bridge funding gaps.

6. \$3,700,000 Portland Street Utilities- This includes replacement of undersized water mains and the construction of new separated wastewater and stormwater collection systems. Although this is not located directly in the Designated Downtown, it is immediately adjacent to the district and improvements in the utilities in this location supports the downtown.

A general obligation bond has not been voted on for this project to date. The project is on the Clean Water Revolving Loan Fund and Drinking Water Revolving Loan Fund Priority Lists and will be submitted to USDA Rural Development for funding consideration.

7. \$1,690,000 Portland Street Sidewalk: Project includes replacement of deteriorated sidewalks along the Portland Street Corridor from Railroad Street extending to east to Maple Grove and install on street bicycle lanes. This project extends beyond the Designated Downtown District but creates an important pedestrian connection from the District to businesses and parks on Portland Street, including White's Market. It also establishes bicycle and pedestrian access to the Summerville residential neighborhood to the Designated Downtown.

Scoping study for this project was funded by VTrans. The project will be combined with the Portland Street Utility project and applications will be submitted for the VTrans Transportation Alternatives Program.

8. \$2,900,000 Railroad Street Utilities. Project includes replacement of undersized water mains and the construction of new separated wastewater and stormwater collection systems. This includes utilities on Railroad Street between Portland Street and Maple Street, which is within the Designated Downtown District, but also extends north to Concord Avenue.

A general obligation bond has not been voted on for this project to date. The project is on the Clean Water Revolving Loan Fund and Drinking Water Revolving Loan Fund Priority Lists and will be submitted to USDA Rural Development for funding consideration.



## Designated Downtown Organization Overview

St. Johnsbury Works! Inc. DBA Discover St. Johnsbury is the designated downtown organization for the Town of St. Johnsbury. We are an independent 501(c)(3) organization with a mission to **stimulate and promote the vitality of downtown St. Johnsbury's cultural, commercial, and community resources**. We do this through activities that include destination marketing, producing and supporting community events, providing assistance and creating connections to local businesses and property owners, and other economic development activities. Please note that this organization was known by the DBA St. Johnsbury Chamber of Commerce from 2010 until 2022, and has recently rebranded to use Discover St. Johnsbury as its public-facing name.

A part-time (30 hour/week) Executive Director works with the Board of Directors, standing and ad-hoc committees, community partners, and a network of volunteers, to carry out our mission.

### **Executive Director:**

Gillian Sewake

[director@discoverstjohnsbury.com](mailto:director@discoverstjohnsbury.com)

### **Board of Directors:**

#### **Brendan Hughes, President**

CEO, St. Johnsbury Distillery  
Selectboard Member, Town of St. Johnsbury  
[brendan.hughes13@gmail.com](mailto:brendan.hughes13@gmail.com)

#### **Chad Whitehead, Vice President**

Town Manager, Town of St. Johnsbury  
[cwhitehead@stjvt.com](mailto:cwhitehead@stjvt.com)

#### **Mark S. Clough, Treasurer**

Vice President of Commercial Lending, Community National Bank, N.A.  
[mclough@communitynationalbank.com](mailto:mclough@communitynationalbank.com)

#### **Shaina Calhoun, Secretary**

Financial Adviser, Edward Jones  
[Shaina.Calhoun@edwardjones.com](mailto:Shaina.Calhoun@edwardjones.com)

#### **Rich Alercio**

Director, RecFit St. J  
[ralercio@stjacademy.org](mailto:ralercio@stjacademy.org)

#### **Jerome Balmes**

Owner, Central Cafe  
[centralcafe.stj@gmail.com](mailto:centralcafe.stj@gmail.com)

#### **Florence Chamberlin**

Partner, Flek, Inc.  
[florence@flekvt.com](mailto:florence@flekvt.com)

#### **Ben Gates**

Owner, Dad's 4 By Tool and Supply  
[dads4by@gmail.com](mailto:dads4by@gmail.com)

#### **Angela Payeur**

Branch Manager, Passumpsic Savings Bank  
[apayeur@passumpsicbank.com](mailto:apayeur@passumpsicbank.com)

#### **Darryl Rudy**

Community Member  
[drudy898@gmail.com](mailto:drudy898@gmail.com)

#### **George Sales**

Owner, Pica Pica Filipino Cuisine  
[george@pica-pica.us](mailto:george@pica-pica.us)

## Committees

**Economic Development Committee:** The purpose of the Economic Development Committee is to stimulate and promote the vitality of downtown St. Johnsbury's commercial resources. It does this by staying informed about matters of economic development importance to the downtown, supporting the organization's efforts to gather and report relevant data to support economic development activities, soliciting input from the business community on topics of economic development relevance to the downtown, and supporting communications between the St. Johnsbury business community and the Town around matters of policy and economic development activity.

Members: Ben Gates (Chair), Mark Clough, George Sales, Joe Kasprzak, Heather Alger, Annie McLean, Rafael Contreras, Gillian Sewake (ex-officio, non-voting)

**Marketing Committee:** The purpose of the Marketing Committee is to support St. Johnsbury's business and attractions by drawing people here to eat, shop, and play.

Members: Sue Cherry (Chair), Florence Chamberlin, Gillian Sewake (ex-officio, non-voting)

**Organization Committee:** The purpose of the Organization Committee is to oversee matters of organizational importance, including oversight of the Director, financial management, board recruitment, and setting policies.

Members: Brendan Hughes (Chair), Chad Whitehead, Mark Clough, Shaina Calhoun, Gillian Sewake (ex-officio, non-voting)

**Design Committee:** The organization does not currently maintain a standing Design Committee. Instead, Director Gillian Sewake serves on the Town of St. Johnsbury's Beautification Committee, participates in meetings of the Town's Design Advisory Committee and Planning Commission, and serves on the St. J Art on the Street Committee run by Catamount Arts.

**Volunteers:** Volunteers support execution of many of the organization's events, and participate in streetscape improvement activities. For the latter, many of the streetscape and beautification projects that support the downtown are undertaken through Town-organized committees, indicated by asterisk. Support for Welcome Center information booth staffing is provided through the training agency A4TD, and does not count towards volunteer support.

Total number of volunteers = 74

Kingdom Maple Festival: 8

St. J Final Fridays: 30

St. J Sparkles Holiday Weekend: 8

Light up St. J: 4

"Window Warriors": 4

Beautification & Downtown Cleanup Day\*: 20

## Funding & Resources

The Town of St. Johnsbury funds the designated downtown organization at an amount of \$25,000 per year. This amount doubled from \$12,500 in FY2022. This funding is a line item in the Economic Development budget, and is not a special appropriation. Continued funding at this level is expected for the foreseeable future.

An organizational budget is enclosed below. Discover St. Johnsbury has grown its organizational capacity and budget over the last two years to accommodate a 30-hour per week Director (an increase from 17 hours/week as of 2020), as well as hiring their first staff person for the Welcome Center on Saturdays. This has increased operating costs, but funding from other sources has increased as well, including strong commitments from the local business community who provide annual sponsorships to support the work of the organization.

In the next few years, a goal of the organization is to expand sources of operating revenue in order to be able to use business sponsorships to cover a larger percentage of programmatic expenses. Increasing sponsorships is one avenue to do this. Discover St. Johnsbury is also in support of the Vermont Downtown Coalition's advocacy efforts to seek unrestricted funding to support designated downtown programs throughout the state on an ongoing basis. Although the organization maintains strong ongoing funding relationships with federal, state, and private granting organizations, it hopes to be less reliant on grant funding in the future.

## St. Johnsbury Works! Inc. Organizational Budget

		FY23 Budget
<b>Income</b>		
<b>Business Sponsorships</b>		<b>\$16,000.00</b>
<b>Donations</b>		<b>\$2,000.00</b>
<b>Event Income</b>		<b>\$1,000.00</b>
<b>Grant Income</b>		<b>\$134,500.00</b>
	<i>2018 National Life Grant</i>	<i>\$17,000.00</i>
	<i>VOREC Grant</i>	<i>\$24,000.00</i>
	<i>2022 USDA RDBG Grant</i>	<i>\$63,500.00</i>
	<i>2023 VCF RALI GRANT</i>	<i>\$30,000.00</i>
<b>Reimbursements</b>		<b>\$0.00</b>
<b>Interest Income</b>		<b>\$25.00</b>
<b>Programs &amp; Services Income</b>		<b>\$600.00</b>
	<i>Welcome Center Use Fees</i>	<i>\$600.00</i>
<b>Sales of Product Income</b>		<b>\$500.00</b>
<b>Town Funding</b>		<b>\$25,000.00</b>
<b>Transfer</b>		<b>\$6,657.00</b>
<b>Total Income</b>		<b>\$186,282.00</b>
<b>COGS</b>		<b>\$200.00</b>
<b>Gross Profit</b>		<b>\$186,082.00</b>
<b>Expenses</b>		
<b>Advertising &amp; Marketing</b>		<b>\$37,400.00</b>
	<i>Attractions Map</i>	<i>\$3,000.00</i>
	<i>Banners</i>	<i>\$2,000.00</i>
	<i>Brochures</i>	<i>\$3,000.00</i>
	<i>Discover ST. J Ad &amp; Promo</i>	<i>\$13,000.00</i>
	<i>Other Marketing</i>	<i>\$50.00</i>
	<i>Shop Local Campaigns</i>	<i>\$4,000.00</i>
	<i>Videography/Photography</i>	<i>\$3,000.00</i>
	<i>Web &amp; Email Marketing</i>	<i>\$9,350.00</i>
<b>Bank Charges &amp; Fees</b>		<b>\$3.00</b>
<b>Beautification</b>		<b>\$0.00</b>
<b>Business Sponsorship Appeal</b>		<b>\$500.00</b>
<b>Event Expenses</b>		<b>\$22,250.00</b>
	<i>NEW CATEGORY - Community Events</i>	<i>\$2,000.00</i>
	<i>Final Friday #Getdowntown</i>	<i>\$9,000.00</i>
	<i>Food Truck Popup</i>	<i>\$3,000.00</i>
	<i>Maple Fest</i>	<i>\$0.00</i>
	<i>Valentines Day</i>	<i>\$250.00</i>
	<i>Holiday Event Expenses</i>	<i>\$8,000.00</i>
<b>Legal &amp; Professional Services</b>		<b>\$1,400.00</b>
<b>Meals &amp; Entertainment</b>		<b>\$250.00</b>
<b>Office/General Admin</b>		<b>\$4,000.00</b>
	<i>Office Hardware</i>	<i>\$500.00</i>
	<i>Office Supplies &amp; Software</i>	<i>\$1,500.00</i>
	<i>Software/Licenses</i>	<i>\$2,000.00</i>
<b>Personnel</b>		<b>\$44,154.00</b>
	<i>Director Compensation</i>	<i>\$33,072.00</i>
	<i>Welcome Center Staff Compensation</i>	<i>\$4,212.00</i>
	<i>Payroll Tax Expenses</i>	<i>\$5,000.00</i>
	<i>Unemployment Insurance</i>	<i>\$1,520.00</i>
	<i>Workers Compensation Insurance</i>	<i>\$350.00</i>
<b>Professional Development</b>		<b>\$300.00</b>
<b>Programs &amp; Services Expense</b>		<b>\$72,000.00</b>
	<i>Business Technical Assistance</i>	<i>\$20,000.00</i>
	<i>NEW CATEGORY - Neighborhood Associations</i>	<i>\$25,000.00</i>
	<i>Downtown Infrastructure Improvements</i>	<i>\$27,000.00</i>
<b>Taxes &amp; Licenses</b>		<b>\$25.00</b>
<b>Welcome Center Occupancy</b>		<b>\$3,800.00</b>
	<i>Property &amp; Liability Insurance</i>	<i>\$2,500.00</i>
	<i>Utilities</i>	<i>\$1,300.00</i>
<b>Total Expenses:</b>		<b>\$186,082.00</b>

## Our Work

Discover St. Johnsbury is the only organization focused solely on marketing, promoting, and developing the economy of downtown St. Johnsbury.

We do this by executing a full set of marketing tools:

- *Website* - We maintain DiscoverStJohnsbury.com—recently updated in 2021—which serves as a one-stop-shop for St. J’s tourism information. The website saw almost 30,000 unique visitors in 2022.
- *Social Media* - We keep an active presence on Facebook (@discoverstjohnsbury) and Instagram (@discover\_st.johnsbury) with a combined following of more than 5,900.
- *E-Newsletters* - We send regular e-newsletters to our subscriber base of more than 1,500, which promote events and celebrate successes.
- *Print Collateral* - We produce the Discover St. Johnsbury Attractions brochure and distribute it to Vermont Welcome Centers, and partner with NVRH to create the St. Johnsbury Town Map tear-off pads.
- *Street Banners* - We maintain the colorful street banners throughout downtown and along the Portland Street bridge that celebrate our cultural and community assets, in partnership with CGI Communications.
- *Destination Tourism & ‘Shop Local’ Campaigns* - We leverage our marketing tools to incentivize tourism and create local brand loyalty.
- *Welcome Center* - We manage the Welcome Center Information Booth at historic 51 Depot Square, with tourist amenities like public restrooms, attractions brochures, a staffed information booth Monday through Saturday, and informational displays. Community uses for the space include the winter home of the St. Johnsbury Farmers Market, weekly tango classes, municipal meetings, private event rentals, and more.

Hosting Community Events: In 2023 we will produce four major events (two of them new last year) including the Kingdom Maple Festival, St. J Final Fridays, Food Truck Popup @ The Pavilion, and St. J Sparkles! Holiday Weekend. We also lead the Holiday Scarecrow Competition and Light Up St. J Contest. We also support or collaborate on other events with various partners, like the Pet Parade (volunteer community group), the Halloween Parade (volunteer community group), Colors of the Kingdom Festival (NEK Chamber of Commerce), and First Night North (Catamount Arts).

Creating Connections: We work to encourage prospective residents to relocate by partnering with ThinkVT to execute the “Connect with a Vermonter” program, serving as a “concierge” for people looking to relocate to the area. We are an active member of several regional committees coordinating marketing and activities for the Lamoille Valley Rail Trail and the #GetNEKedVT regional marketing campaign produced by the Northern Forest Center.

Supporting Downtown Improvement Projects: In addition to working closely with the Town on revitalization projects in our downtown and along the riverfront, we participate in the Town’s Beautification Committee, and work with Catamount Arts ‘St. J Art on the Street’ committee to bring public art to the downtown. We support property owner applications for state tax credits for development of historic properties in St. Johnsbury’s downtown district.

Providing Business Support & Recruitment: We act as a conduit to share information about available resources with our network of local businesses, through regular emails, and one-on-one conversations. We also facilitate conversations between property owners and prospective entrepreneurs to match business needs with available commercial real estate. We also host a quarterly series of networking meetups to further bring businesses together to connect and collaborate.

# Strategic Plan

## 2023-2026

The enclosed strategic plan is a DRAFT in progress. The board conducted a strategic planning retreat in January 2023, and completed a SWOT analysis that led to the adoption of a few strategic goals. After working on the draft at our March Meeting, the board will be meeting in late May to finalize and adopt the final plan. From this, a work plan for the year will be developed, to be adopted at our subsequent meeting in late July.

### WORKING DRAFT - May 2023

#### Strategic Goals:

**1. *Become a Catalyst for Economic Growth:***

- Serve as a connector and supporter of St. Johnsbury's business community.
- Encourage the efforts of the Town and community partners to develop big picture projects that meet the economic development needs of the downtown, like housing developments, rental housing improvement, parking infrastructure, property redevelopment, and more.

**2. *Create Community Connections:***

- Maintain a full schedule of community events in the downtown.
- Encourage opportunities for social and civic connections among community members, through support for Neighborhood Associations, community partner programming, and activities that build St. Johnsbury's ability to be inclusive and welcoming to all.

**3. *Increase Positive Visibility of St. Johnsbury:***

- Build St. Johnsbury's status as a cultural, foodie, and recreation destination, within the context of the Northeast Kingdom, Vermont, and the Nation.
- Maintain a diversified marketing presence, through website, social media, and traditional and nontraditional advertising outlets.
- Work with the Town and volunteers to make the downtown an attractive place for visitors and locals alike.

**4. *Improve Organizational Capacity:***

- Examine opportunities for increasing organizational staffing, wages, and benefits.
- Develop and celebrate a strong volunteer pool.
- Increase board accountability to participate fully in organizational oversight.
- Explore the makeup of the board to ensure a broad set of backgrounds, skills, and experiences.
- Maintain active committees that support organizational priorities.

**5. *Build a Diversified and Sustainable Financial Model***

- Increase unrestricted funding streams, like business sponsorships, general donations, and support Vermont Downtown Coalition's efforts to seek operational funding for all downtown organizations.
- Optimize use of cash reserves.



## St. Johnsbury Community Update

Since 2015, downtown St. Johnsbury has undergone transformational change, in large part due to the support provided to the town under our Designated Downtown Program. Highlights, covered in more detail below, include the completion of the VCRD Community Visits process in 2015 and corresponding community task forces to tackle critical projects; the update of the St. Johnsbury Town Plan in 2017; several major historic preservation projects resulting from creative partnerships and public-private support; pivotal downtown infrastructure projects; hosting the Downtown & Historic Preservation Conference in 2022; exciting developments along the Lamoille Valley Rail Trail, and a renewed sense of vitality brought by integration of the creative economy into the town’s activities and events.

**Reinvestment Statistics:** A summary is requested, but the full picture tells a compelling story. See below for a year-over-year comparison of reinvestment statistics as reported annually to the ACCD. Of particular note are the number of new businesses and new employees in the downtown since the start of the pandemic (next page). Considering all gains and losses since 2020, **the net number of new businesses that opened downtown is 31, representing a net of 67 new employees working within downtown.** Renovations of two key blighted/contaminated properties—the New Avenue building and 67 Eastern Avenue—account for a large number of those new businesses, but the momentum overall indicates a truly transformational change. Additionally, we are seeing an increase in the number of small-scale improvement projects that businesses and property owners are reporting to improve their properties.

	2022	2021	2020	2019	2018	2017	2016
<b>Public/Private Investment</b>							
<b>Façade Renovations</b>							
# of façade renovations	15	9	6	5	3	4	2
Private Investment	\$55,164	\$89,680	\$623,103	\$	\$9,513	\$144,000	\$12,300
Public Investment	\$400,000	\$	\$	\$	\$	\$2,000	\$
State and Federal Tax Credits		\$	\$	\$	\$	\$24,838	\$
<b>Other Building Rehabilitations</b>							
# of other building rehabilitations	33	17	16	15	1	12	9
Private Investment	\$866,473	\$9,500,588	\$7,337,629	\$2,247,226	\$10,000	\$612,600	\$482,500
Public Investment	\$1,196,118	\$310,000	\$55,000	\$121,615	\$	\$	\$250,000
State and Federal Tax Credits		\$552,530	\$	\$153,000	\$	\$	\$82,650
<b>New Construction</b>							
# of new construction projects	0	0	1	0	0	0	0
Private Investment	\$0	\$0	\$0	\$	\$	\$	\$
Public Investment	\$0	\$0	\$100,000	\$	\$	\$	\$
Sales Tax Reallocation	\$0	\$0	0	\$	\$	\$	\$
<b>Public Improvement Projects</b>							
# of public improvement projects	5	3	1	1	1	5	12
Private Investment	\$15,000	\$	\$	\$	\$	\$8,800	\$1,919,000
Public Investment	\$324,056	\$112,285	\$539,822	\$87,221	\$99,961	\$508,015	\$873,000

	2022	2021	2020	2019	2018	2017	2016
<b>Business and Job Growth</b>							
Number of businesses opened in downtown	29	12	6	7	2	6	2
Number of businesses that expanded downtown	10	3	1	3		0	0
Number of businesses that closed/downsized/moved	6	6	4	1	1	2	4
Number of businesses that moved out of downtown		0	0	0	1	2	0
Businesses Opened - # of new full time jobs	29	27	11	31	5	42	9
Businesses Opened - # of new part time jobs	11						
Business Expanded - # of new full time jobs	9	9	4	11		0	0
Business Expanded - # of new part time jobs	7						
Closed/downsized/moved - # of full time jobs lost	6	13	14	2	3	2	6
Closed/downsized - # of part time jobs lost	7	0	0	0	5	83	0
<b>Housing</b>							
Total number of existing housing units downtown	632	623	570	601		601	601
Number of new housing units downtown	9	53	5	1	0	0	0
Total vacancy rate as a %	1.00%	1.00%	1.80%		0.30%	4.40%	4.40%
<b>Retail and Commercial Vacancies</b>							
Number of first floor vacancies in downtown	6	15	22	20	18	26	18
Number of upper floor vacancies in downtown	6	7	7	5	6	6	6
Total vacancy rate as a %	5.1%	9.3%	12.3%		9.0%	12.5%	10.0%
Total square footage of vacancies (if available)							
<b>Local Program Contribution</b>							
Number of volunteers	81	55	52	98	35	120	160
Number of volunteer hours donated	1,283	1,697	3,688	1057	560	1630	900

**Tax Credits Awarded:** St. Johnsbury's property and business owners have taken full advantage of the Downtown & Historic Preservation Tax Credit program in the years since our last renewal application. FY20 & FY21 were especially strong years for investment, despite the ongoing pandemic. **\$1.7 million dollars of tax credits allocated to these projects have leveraged an additional \$13 million in private investment.**

		Allocated	Total Project Cost
<b>FY 22</b>	443 Railroad Street (Roth Property)	\$49,000	\$98,000
<b>FY 21</b>	33-67 Eastern Avenue (MSI Property)	\$50,000	\$150,445
	1302 Main Street (Fairbanks Museum)	\$163,455	\$6,202,844
	202 Bay Street (Ide Building)	\$165,000	\$1,643,891
	131 Railroad Street (Kingdom Animal Hospital)	\$174,075	\$1,968,230
<b>FY 20</b>	10 Eastern Avenue (New Avenue)	\$572,497	\$713,756
	1302 Main Street (Fairbanks Museum)	\$115,750	\$1,344,078
	46 Cherry Street (Canterbury Inn)	\$49,125	\$142,224
	74 Eastern Avenue (St. J Distillery)	\$103,000	\$1,230,000
<b>FY 19</b>	131 Railroad Street (Glove Factory)	\$48,000	\$750,000
	1302 Main Street (Fairbanks Museum)	\$54,988	\$109,976
<b>FY 18</b>	1214 Main Street (Pica-Pica)	\$24,838	\$90,000
<b>FY 17</b>	73 Prospect Street (Fairbanks Museum - Sunset Home)	\$82,650	\$262,000
<b>FY 16</b>	190 Eastern Avenue (Larose Property)	\$19,531	\$60,830
	1302 Main Street (Fairbanks Museum)	\$34,426	\$90,109
	<b>TOTALS:</b>	<b>\$1,706,335</b>	<b>\$14,856,383</b>

## Historic Preservation Successes

The pride and joy of a transformed downtown, the **New Avenue Building (10 Eastern Avenue)** is the story of creative public-private partnerships that succeeded in turning a long-blighted property at a cornerstone location of our downtown into a gleaming showpiece. Originally constructed in 1897 as the “New Avenue House”, this once was a hotel serving travelers from our historic rail station. The building now boasts 40 apartment units, and seven commercial storefronts are now filled with three shops, a cafe, a gallery, an office, and the downtown outpost of St. Johnsbury Academy Adult Education. The building is the recipient of a 2022 Preservation Award from the Preservation Trust of Vermont. A presentation of the award describing historic preservation aspects of the renovation can be found here:

[www.youtube.com/watch?v=HRplzwDYI8w](http://www.youtube.com/watch?v=HRplzwDYI8w)



*Before & After Images Courtesy of Duncan Wisniewski Architecture*



The **Fairbanks Museum (1302 Main Street)** has made full use of the opportunities available to it through the Downtown Program in order to complete several major projects funded by tax credits, federal, state, and historic preservation grants, and capital campaigns in the past few years. The Fairbanks Museum was founded in 1889 to serve as a natural history museum for the community. Today it is home to an array of natural history displays, interactive science exhibits, Vermont’s only public planetarium, and the Eye on the Sky weather forecast. The museum has been the recipient of 5 tax credit allocations since 2015, totalling \$279,205. These have allowed the museum to increase the size of its campus with new administrative buildings, improved accessibility, preserved the historic

character of its building, and to begin work on an expansive new science wing expansion.

*Image by Sarah Walls, Courtesy of the Fairbanks Museum*

The **St. Johnsbury History & Heritage Center (421 Summer Street)** opened in 2015 in order to create a permanent home for local historical artifacts, and preserve, exhibit, teach, and instill the importance of St. Johnsbury’s history for generations to come. A historic property on Summer Street, including the Main House and Carriage Barn, has been converted into exhibition, archival storage, and office space, through historic preservation grants and private fundraising. Executive Director Peggy Pearl was honored for her work establishing the StJHHC with a 2018 Preservation Award from the Preservation Trust of Vermont, with more details available at [ptvermont.org/peggypearl](http://ptvermont.org/peggypearl).



After sitting vacant for three years, a former hardware store in the heart of the downtown was purchased by **St. Johnsbury Distillery (74 Eastern Avenue)**. Major changes to the facility were made to accommodate the on-site distillery, and a tasting room and speakeasy-style restaurant, which were supported by tax credits for code upgrades as well as façade improvements. The Tasting Room at the new facility opened during the pandemic, and the business has grown to employ 8 people, and hosts an on-site catering business.

## Programming Successes

Two key milestones for community visioning and municipal priority-setting have helped create shared values for the town and community partners to use in addressing challenges that have led to many of the successes described in this report. In 2015, the **Vermont Council on Rural Development** brought their Community Visits process to St. Johnsbury, bringing the community together to identify shared priorities and action steps for the future. The five priorities were: 1) Improve Community Communications and Promote a Positive Town Image; 2) Develop a St. Johnsbury Warming Shelter; 3) Redevelop and Revitalize Downtown Buildings; 4) Redevelop the St. Johnsbury Riverfront; 5) Improve Housing in Downtown St. Johnsbury. From each priority, task forces were created of community members and stakeholders to move towards action. The Positive Image task force joined with the Marketing Committee of the downtown organization, and is still active today. The Riverfront task force conducted a study about property utilization, and efforts under that task force have led to the development of assets related to outdoor recreation and connections to the Lamoille Valley Rail Trail. This also led to a Bay Street master planning project to identify development opportunities along the riverfront, with a final report expected in the spring of 2023. The Building Redevelopment and Housing task force has seen several positive impacts, as you can see from projects described in this report.

Drawing from the VCRD process, the **2017 Town Plan** was completed to guide the work of the municipality for the next several years. From that report: “Where the focus in 2011 was improved health and livability, we are now focusing on using those attributes as economic drivers.” Several of the goals identified in the plan relate to the designated downtown district.

A **Railroad Street Enhancement Project**, funded in part by a Downtown Transportation Fund grant, was completed in 2016, with major improvements to the curb appeal of the downtown’s busiest shopping and dining zone. Enhancements replaced deteriorated sidewalks on both sides of Railroad Street and included brick curb bump outs, attractive street lighting, and tree plantings that not only boosted the appearance of the downtown, but improved safety and accessibility for pedestrians as well.

Another Downtown Transportation Fund grant allowed the town to complete several upgrades to historic **Depot Square Park (51 Depot Square)**, in front of the town’s Welcome Center. The location is now an invitingly green and accessible location for picnics and recreation, and it improves access between the Welcome Center and downtown shopping and dining. It has also served as a venue for cultural activities like the 2020 & 2021 #Getdowntown performance series, (pictured right), as well as parades, festivals, and more.



The themes established by the Railroad Street and Depot Square Park projects were included in a recent **Eastern Ave and Pearl Street Enhancement Project** funded using Downtown Transportation Funds, which extended the brick pavers, street lighting, and sidewalk improvements up Eastern Avenue. St. Johnsbury will continue to expand similar enhancements throughout our Downtown to encourage investment by private building owners.



The **Integration of the Creative Economy** into downtown life, through creative partnerships between the town, Discover St. Johnsbury, and Catamount Film & Arts, (among other partners), have led to the creation of two new and notable projects that meld municipal, commercial, and community interests:

**St. J Art on the Street** grew out of a project organized in 2019 by the downtown organization’s Design Committee, which led to a volunteer group called the “Window Warriors”. Seeing long-empty storefronts as an opportunity rather than a challenge, the program grew organically to feature rotating exhibitions of local art in vacant storefronts, with community members stepping up to clean dusty and cobwebbed windows in the process.

In 2021, the program was adopted by Catamount Arts, which continues exhibitions to this day. It has been very successful for exhibiting artists, who almost all have sold work from their exhibitions, and property owners have seen the benefits

too. One happy problem has arisen - there are now so few vacant storefronts that the future of the program is in question and plans are being made to shift the focus towards installation of public art exhibitions.

**St. J Final Fridays** grew out of a pandemic-era performance series called “Hey St. J! #Getdowntown” which provided free performance experiences at three informal downtown venues during a time of social isolation and financial hardship for the local business community. In 2022, the series expanded through funding from a Better Places grant into a full-on street fair featuring free arts & community engagement experiences, with the evening ending with a LevittAMP St. Johnsbury Music Series concert in the heart of the downtown. The positive buzz created from these events has made big strides in building positive relationships between the town, the downtown organization, business owners, and the community at large. It’s worth noting that St. Johnsbury’s creative culture is not a new part of the assets that make up our downtown. Many long-standing event series organized by cultural organizations and community groups –including First Night North, the Pet Parade, Monday Night Courthouse Band Concerts, and the Festival of Traditional Crafts–have celebrated local creativity and ingenuity. However, the above examples represent an intentional deepening of these efforts with economic development as a primary goal, due in large part to the long-time advocacy of Catamount Film & Arts for recognition of the importance of the region’s creative economy.



*Image by Harrison Creative of 2022 St. J Final Fridays*

Several state and federal grants programs including Northern Borders Regional Commission, U.S. Economic Development Administration, USDA Rural Development State Transportation Funds have led to major improvements in St. Johnsbury centered around the Lamoille Valley Rail Trail. The town was instrumental in completing the first leg of the trail in 2012 between the current Trailhead on South Main Street to the bridge at Mt. Vernon Street. In 2015 the trail was constructed connecting St. Johnsbury to West Danville. Next, the Town completed the beautiful **Three Rivers Path Trailhead Pavilion (195 Bay Street)** in 2020 to serve as a feature in a rapidly developing area of the downtown on Bay Street. Coming soon, we are excited for the state’s completion of the full 93-mile length of the trail, and the eventual completion of a project to bring a spur of the trail right into the downtown, bringing tens of thousands of new visitors to the area each year to enjoy our vibrant downtown commercial district.



*Image Courtesy of Duncan Wisniewski Architecture*

St. Johnsbury was thrilled to host the Preservation trust of Vermont and the Vermont Department of Housing and Community Development’s **2022 Downtown & Historic Preservation Conference**. We welcomed the opportunity to share the successes detailed above, and connect with other communities and leaders throughout the state in advancing our goals for historic preservation and downtown revitalization.

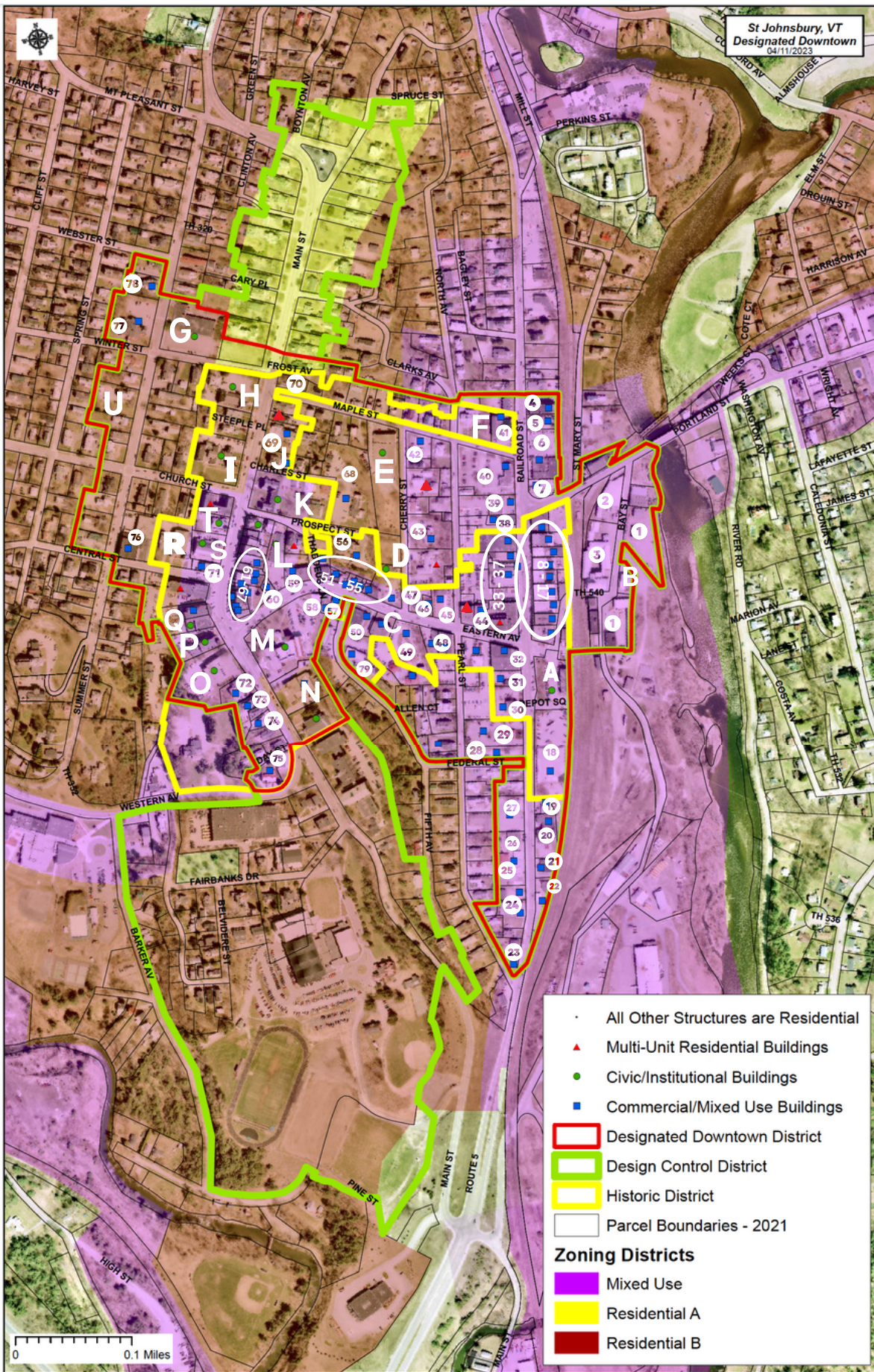
## Key Challenges

Reading through the challenges identified in our 2015 renewal application—empty storefronts, dilapidated buildings, socioeconomic friction, code enforcement, disruptive construction—it is worth noting that **none** remain as primary areas of concern. That is worth celebrating, but does not change the fact that our downtown today does face challenges that all relate in one way or the other to human and financial capacity. We have seen great success over the past eight years, but do have concerns about the fragility of this growth if these challenges remain unmet.

Rising costs of essential services are of concern when revenue generation for the municipality is limited by a **grand list that is made up of roughly a third of tax-exempt properties**. Many of these exempt institutions are economic drivers in-and-of themselves (like St. Johnsbury Academy, or the Fairbanks Museum, for example), but the fact remains that more revenue is needed to support ongoing, operational expenses that relate to public safety, public works, construction and engineering costs, and more. The town is in the beginning stages of exploring opportunities to alleviate this challenge, and the downtown program may be a key factor in identifying opportunities.

Another way to increase revenue through the grand list is to increase the local population. Anecdotally, St. Johnsbury saw an influx of new residents during the pandemic, but this does not seem to have made a significant difference on **demographic trends or staffing needs at local businesses**. Tied to this challenge is the **availability and affordability of housing across all income levels**. The lack of availability of middle-income/market rate housing in particular has the feeling of an existential challenge to St. Johnsbury's large employers. Work at the federal, state, and local level is starting to catch up to this challenge, but the high cost of housing development is still keeping the private sector from stepping in to fill this enormous need.

With all of the amazing projects underway, much progress has been made. However, **human capacity** within the municipality, at the downtown organization, and at community and volunteer groups has become a challenge. As we say "yes" to meaningful and strategically relevant projects, we need to invest in the human capacity to make them possible. So too, the availability of project-based grants and programs—especially the ongoing influx of pandemic-related funding—has created enormous opportunities for the municipality, while making human capacity constraints abundantly clear. The tie-in is obvious between this area and the concerns above about the need for additional revenue, and housing/staffing challenges.



### Commercial/Mixed Use Buildings

- 1 RK Miles
- 2 NEK Broadband
- 3 Zion Growers
- 4 Dan's Barbershop
- 5 Strong Oaks Physical Therapy
- 6 Vacant - formerly Walgreens
- 7 Sunoco Gas & Convenience
- 8 Boule Bakery / #1 Nail Care
- 9 Washburn Tattoo
- 10 SMD Outdoors / What to Wear Boutique
- 11 St. J Community Hub / AT&T
- 12 NEK Artisans Guild / Verizon
- 13 Central Cafe / Lumiere VT
- 14 Boxcar & Caboose
- 15 Kitchen Counter Cafe / Wandering Vine
- 16 Moose River Lake & Lodge Store
- 17 Union Bank
- 18 Sanel / Salvation Army / Domino's
- 19 Mattress Discounters
- 20 Stratham Tire
- 21 Northeast Cannabis
- 22 Vacant - formerly Valero Gas
- 23 Ken's Automotive
- 24 Kingdom Animal Hospital
- 25 Mobile Gas Station / New East Garden
- 26 Dead River Company
- 27 Jack's Lazer Car Wash
- 28 Subway
- 29 Vacant - formerly McDonalds
- 30 TD Bank
- 31 Anthony's Diner
- 32 Northern Express Care / Star Theatre / Yummies @ The Star
- 33 New Avenue - multiple biz's incl St. J Academy Adult Ed / Haven / St. J Spins / Art & Joy / Jackie Fox Print Shop / Cosmic Cup Cafe
- 34 Whirligig Brewing / Kingdom Taproom & Table
- 35 The Frame Dames
- 36 Rent-A-Center
- 37 Kingdom Home Goods & Antiques / 443 Consignment
- 38 Northern Counties Health Care
- 39 Dunkin'
- 40 Passumpsic Bank
- 41 Natural Provisions
- 42 Vacant - formerly Silver Mtn Graphics
- 43 Cherry Street Playcare
- 44 Whiskey Den
- 45 St. Johnsbury Distillery
- 46 Salt Bistro
- 47 Inspirations Design Studio
- 48 Multiple Biz's incl - Salicrow Psycic Medium / Ysbrydoliaeth Curiosity Shop / Chrysalis Creative
- 49 Office Complex
- 50 Vacant - formerly a cafe
- 51 Fusion Hair Salon / VT Vintage
- 52 The Sewing Studio
- 53 Fitness Jungle
- 54 Fire on the Hill
- 55 Mustard Seed Soup Kitchen
- 56 Downs Rachlin Martin PLLC
- 57 Vacant - formerly electrical repair
- 58 Palmer Brothers
- 59 Gypsy Coast Co. / All About Flowers / True North Hearing
- 60 Adler & McCabe
- 61 Southby's International Realty
- 62 Eastern & Main Market & Deli / The Yarn Bank
- 63 Jenk's Studio / Pica Pica Filipino Cuisine
- 64 Hilltopper Restaurant
- 65 Green Mountain Support Services
- 66 Fashion Flare Salon
- 67 Passumpsic Bank
- 68 St. Johnsbury Dental Associates
- 69 Celtic Marketing Food Brokers
- 70 Law Offices of Jared Cloutier
- 71 Kozlowski & Daughter Dentistry
- 72 St. J Professional Bldg - multiple biz's
- 73 NEK Human Services
- 74 St. J Psychology Associates
- 75 Vacant - formerly animal hospital
- 76 VT Table Legs
- 77 USDA RD / Kingdom Pets
- 78 Sayles Funeral Home
- 79 Caledonian Record

### Civic/Institutional Buildings

- |                                 |                                  |                                |                                   |
|---------------------------------|----------------------------------|--------------------------------|-----------------------------------|
| A Welcome Center / Town Offices | F American Legion Post #58       | K Fairbanks Museum             | P St. Johnsbury Athenaeum         |
| B Trailhead Pavilion            | G Father Lively Parish Center    | L VFW Post #793                | Q St. J Police & Fire Departments |
| C Catamount Arts                | H St. John the Evangelist Church | M Caledonia County Court House | R Grace United Methodist Church   |
| D United Community Church       | I United Community Church, UCC   | N St. Johnsbury Academy        | S St. Andrews Episcopal Church    |
| E Good Shepherd Catholic School | J Umbrella Inc.                  | O Post Office                  | T Vacant - Armory Building        |
|                                 |                                  |                                | U St. J History & Heritage Center |



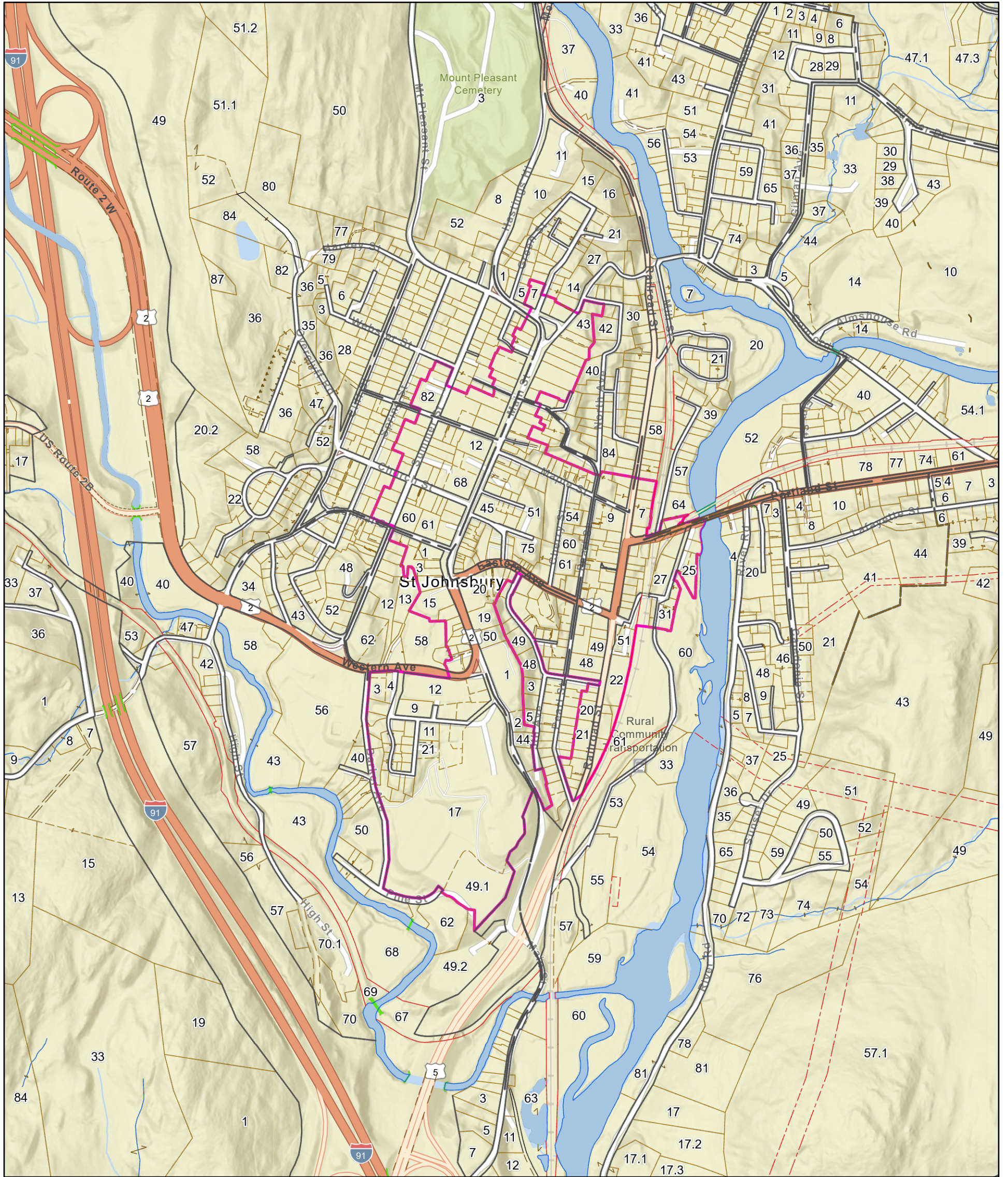
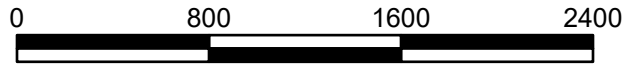
St Johnsbury, VT



May 9, 2023

1 inch = 800 Feet

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Parcel - Poly	Property Line	Dashed Road	Utility
Common Line	Public Road	Private Road ROW	WaterLines
Dashed Road	Railroad	Property Hook	WaterPolys
Dispute	Block	Property TIC	Design Control District
PWater	Bridge	Right of Way	World Hillshade
Private Road	CommonNotPar	RoadNotPar	

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# Historic Overlay

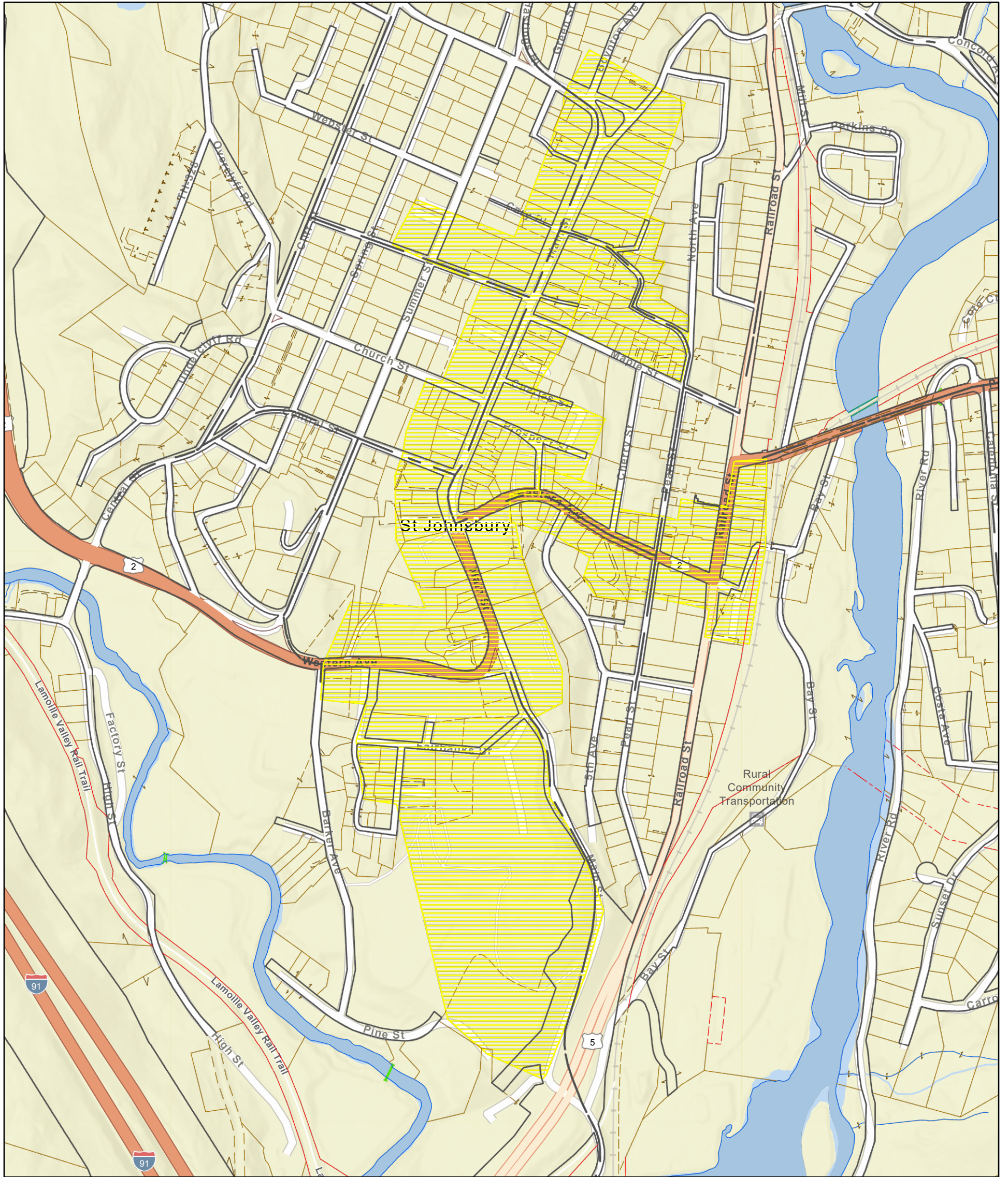
St Johnsbury, VT



May 9, 2023

1 inch = 500 Feet

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--- Common Line	— Block	— RoadNotPar
- - - Dashed Road	— Bridge	- - - Utility
- - - Dispute	- - - CommonNotPar	— WaterLines
— PWater	- - - Dashed Road	■ WaterPolys
— Private Road	- - - Private Road ROW	▨ Downtown Historic Overlay Districts
— Property Line	— Property Hook	World Hillshade
— Public Road	— Property TIC	
— Railroad	- - - Right of Way	



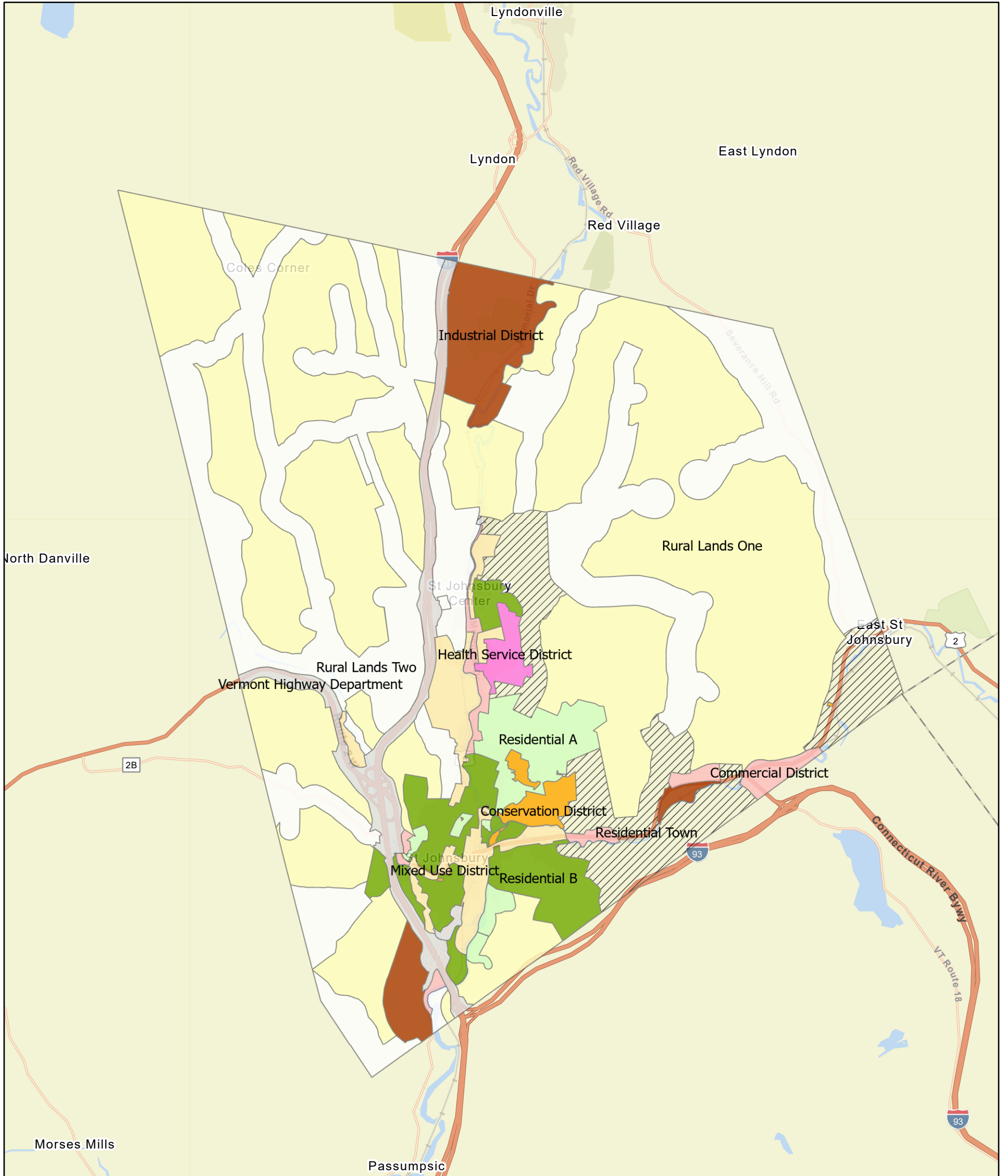
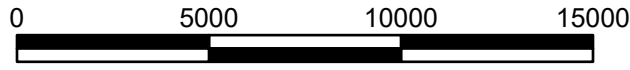
St Johnsbury, VT



May 9, 2023

1 inch = 5000 Feet

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Conservation District	Residential B
Commercial District	Residential Town
Health Service District	Rural Lands One
Industrial District	Rural Lands Two
Mixed Use District	Vermont Highway Department
Residential A	World Hillshade