



Proctor Prosperity Plan

Final Report

Proctor, Vermont

January, 2015

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1 Executive Summary



VILLAGE SQUARE, LOOKING SOUTH, 1883



LOOKING NORTH FROM OLD LIBRARY BUILDING, 1883



History

Proctor was first settled by John Sutherland in 1767. He built a saw mill, facility for processing wool, a forge and a foundry at the falls that now bear his name.

The first marble quarry in what is now Proctor was opened in 1836 by T.J. Ormsbee and the Humphrey Brothers. They opened the first mill in 1837. By the 1840's other small firms had begun operations. The marble industry significantly expanded after the railroad came to Rutland in 1851.

The Sutherland Falls Marble Company, predecessor to Vermont Marble, was incorporated in 1857. In 1867 it contracted with the local firm of Dorr and Meyer to saw marble. Two years later Dorr and Meyer dissolved their partnership and the company was placed in receivership.

In 1869, Redfield Proctor, a lawyer and real estate promoter arrived in Proctor and took control of the marble mills of Dorr and Meyer. In 1870, seeing the great potential for a successful marble business, he reorganized the company and moved his family to Sutherland Falls. In 1880, he organized and became president of the Vermont Marble Company which included both the Sutherland Falls and Rutland Marble Companies. Over the next 20 years, the company would go on to acquire other quarries in the area and by the early 20th century was one of the largest producers of marble in the world. The company contributed marble to the USS Arizona Memorial, West Virginia State Capital, Washington Monument, United States Supreme Court Building, Arlington National Cemetery, and Yale University's Beinecke Rare Book and Manuscript Library.

When Rutland City was incorporated as a village in 1886, Redfield lobbied the state to create the town of Proctor, carved out of portions of Rutland Town and Pittsford. For the next 50 years the lines between the town and the marble company were blurred at best. By 1914 most of the town's officials were affiliated with the company and the Proctor family paid 66% of the property taxes.

At its peak, the Town of Proctor was populated almost entirely by the company's 5000 workers. The marble industry declined in the mid - 20th century and the closing of the marble quarries in the town cost the area many jobs. By 1950 the population had declined to around 2000 residents and has seen only minor fluctuations since.

In 1976 Vermont Marble was purchased by OMYA, an international company that produces calcium carbonate for commercial and industrial uses. The company moved its corporate headquarters out of state in 2008 along with 50 high-paying jobs. The company still maintains its geology lab in Proctor along with a processing plant in Florence and quarry in Middlebury.

Today Proctor is primarily a residential community that maintains the feel of a company town.

Town Plan

The Proctor Town Plan, which was updated in 2013, identifies the need for long range economic development and land use plans for the town. The Town Plan emphasizes “the need to maintain a land use pattern of a densely settled Village Core with future development radiating from the town center that may be efficiently served by community facilities and services”. The land use plan also emphasizes the needs to maintain the existing character of the town, encourage the preservation and renovation of existing housing stock, and to avoid significant development in new infrastructure.

The plan specifically identifies the need for the following programs to encourage economic development:

- Encourage businesses to locate in Proctor that will help reduce the tax burden without requiring significant investment in additional infrastructure or school system.
 - Collaborate with the Vermont Marble Museum in the identification of suitable businesses to occupy office space available in vacant areas of the museum building.
 - Collaborate with OMYA on the feasibility of the sale or lease of land holdings for potential private development.
 - Explore options to recruit businesses to occupy space vacated by companies that have recently relocated or plan to do so in the near future.
- Continue to explore opportunities for the acquisition of potentially developable parcels currently owned by OMYA.

As part of the Town Plan update, a survey was conducted in 2010. Residents identified the following issues as being the most important to the future of Proctor:

- Continue to build on the quiet, safe, small town feel of Proctor and its recreational assets.
- Economic Development-more light industry, small crafts, tourism and recreation.
- Education Costs-Merge schools to achieve affordability.
- Improve municipal services including Drinking Water, Road Maintenance and Town Governance.
- Alternative Energy Development.



OFFICE AND MILLS LOOKING NORTH IN 1885



OFFICE AND MILLS LOOKING NORTH IN 1882



VILLAGE SQUARE, LOOKING SOUTH. 1909



Changes Taking Place in Proctor

There are a number of events taking place that will serve as a catalyst for renewed interest and the potential for economic growth in the community.

The major catalysts for change are:

The Marble Museum: The purchase of the Marble Museum by the Preservation Trust has instilled a new vigor in the property's operations. Updates to the website have improved marketing. The café on the lower level has been opened for year round operation. With assistance from the RRPC, grants are being applied for environmental cleanup and life safety upgrades to make the building more attractive to potential tenants.

The College of St. Joseph: The College's commitment to Proctor will make good use of two of OMYA's former buildings and save them from falling into disrepair. Students and faculty will bring new energy to the Village Core. Their presence will create the need for new services that will lead to a more vibrant downtown.



The Town of Proctor: The Town has shown a major commitment to improving municipal infrastructure such as water and sewer. There are plans for a bike/ pedestrian path to connect the skating rink with the Village, Quarry, Beaver Pond and Town Forest improving recreational access. Additionally, consideration of obtaining the state Village Designation will improve opportunities for grants and along with the possibility of eliminating the Inventory Tax make Proctor more appealing to businesses looking to start-up or relocate.

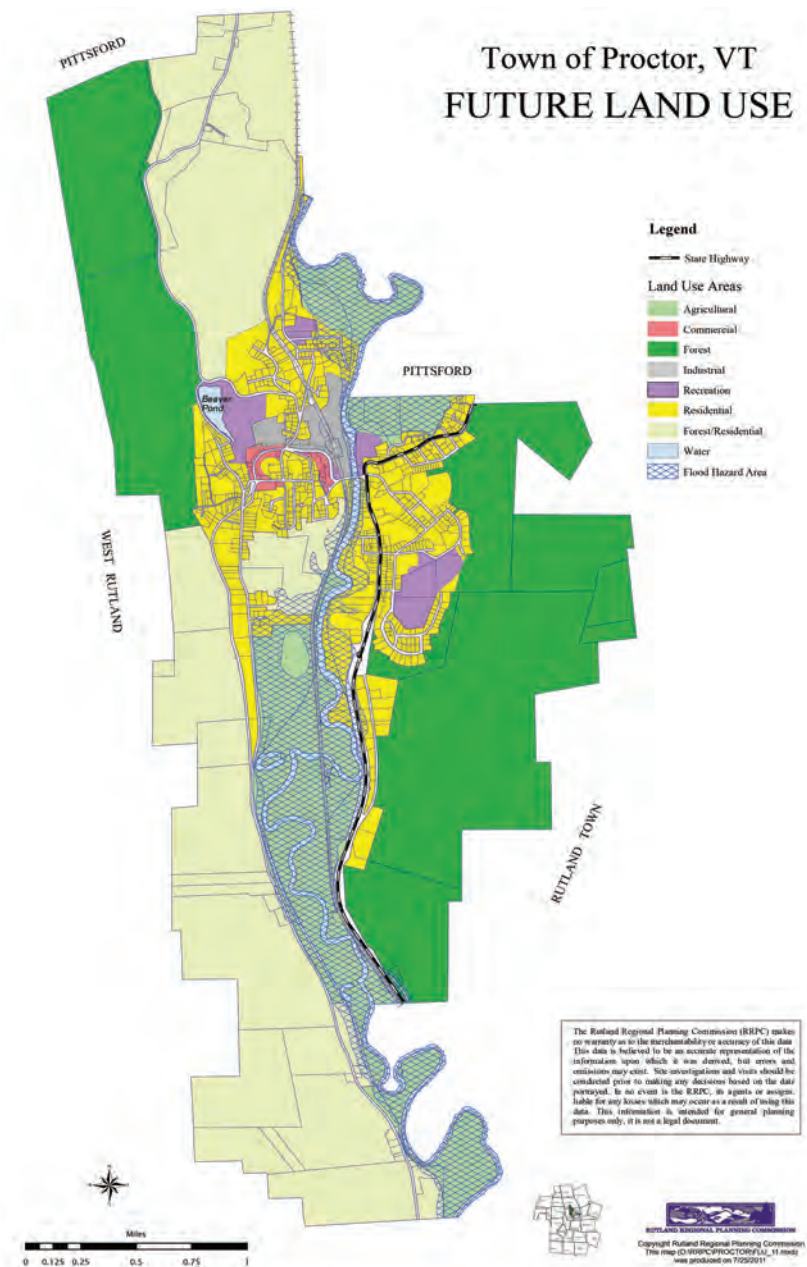
Brownfield Cleanup: The Rutland Regional Planning Commission operates the Brownfield's Reuse Program and is currently providing environmental site assessment work for three properties in the Village Center. To date approximately \$275,000 of work has been done on these three properties. RRPC is applying for an EPA Cleanup Grant for fiscal year 2015 to help remediate the Marble Museum property. The clean up will help make the properties more attractive for potential development.

Scope of the Proctor Prosperity Plan

The Proctor Prosperity Plan is formulated as an economic development and land use planning document. The plan will serve as a work program for the town and its private and non-profit partners to stimulate economic investment in the town.

The Proctor Prosperity Plan is designed to:

- Analyze current economic and land use conditions in the Village Core
- Explore economic development opportunities
- Create graphics to represent redevelopment of Village sites
- Create a business plan for development of the Marble Museum Property
- Create a marketing plan to attract new business to Proctor





VILLAGE SQUARE, 1922

Goals of the Proctor Prosperity Plan

Town Wide Plan: The vision for Proctor's future must be town wide. Take into account the existing town forest, OMYA Beaver Pond, pool and skating facilities, and business opportunities along Route 3 on the east side of Otter Creek. Impact of development needs to include long standing businesses such as Franklin's Restaurant and West Street Market that sit outside the Village Core.

Compact Village Center: An emphasis shall be placed on creating a vibrant, walkable town center. Understand how development of the OMYA buildings offered to St. Joseph's College and the town may serve as a trigger for other development. Ensure that short term objectives such as the Marble Museum and 61 Main Street are balanced with bolder long term initiatives for infill projects, development of the Brownfield Site to the west of the marble museum, and the potential for a commuter rail line through the Village Center.

Marble Museum Property: With the pending purchase of the property that houses the Marble Museum by the Preservation Trust of Vermont, retaining the Marble Museum and restoring the property to a fully functioning commercial asset needs to be a primary driver for future development in the town center.

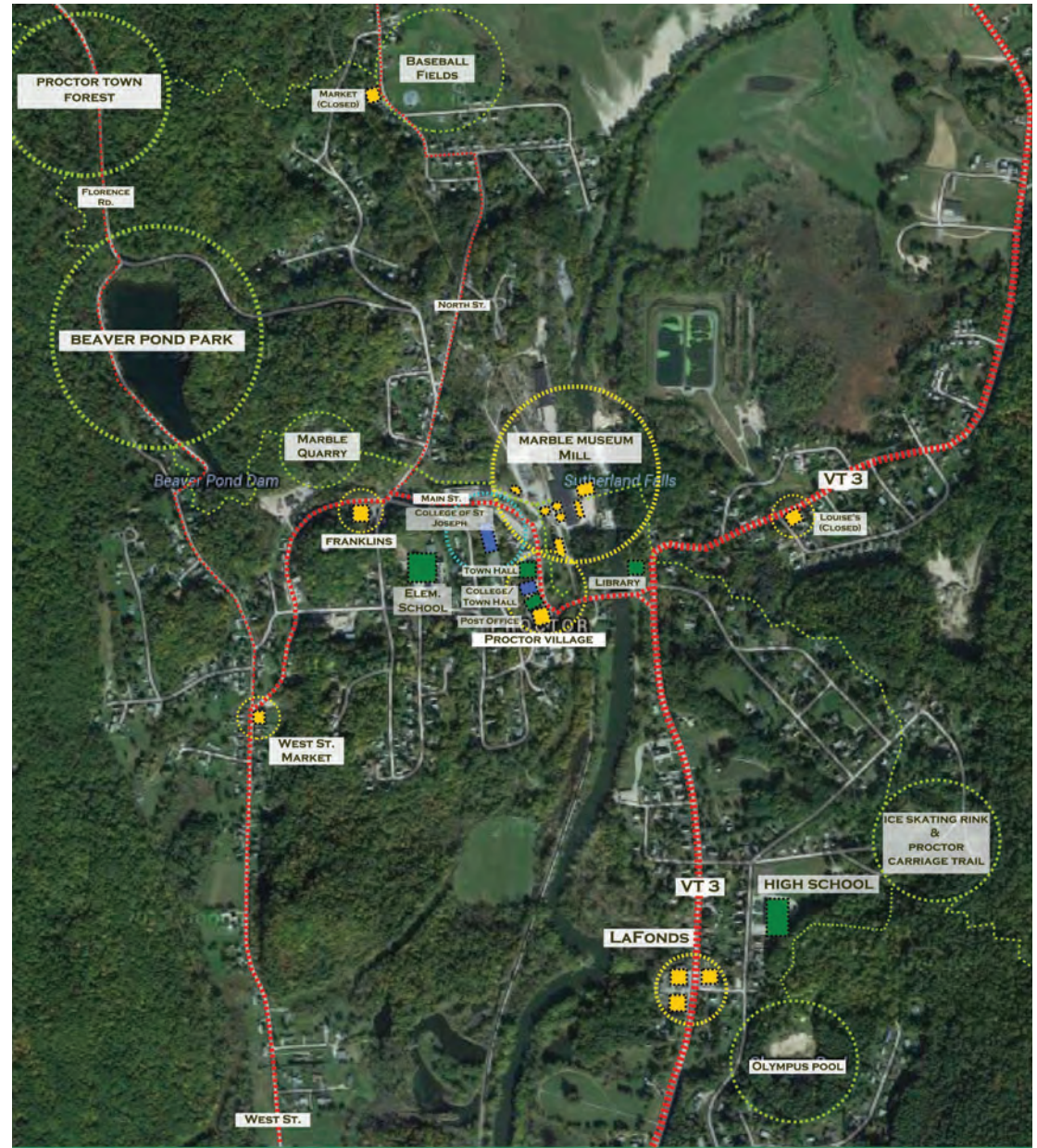
Redevelopment of the Plant: Understand what value the former plant building has as commercial and manufacturing space. Given its current condition, gain an understanding of what needs to be invested in the property and connect that investment with potential revenue streams. Work with the Rutland Regional Planning Commission to develop a plan to attract potential tenants for the property.

Tourism: In addition to the Marble Museum, identify locations for development of restaurants, markets, shops, and other informal gathering spaces that will attract tourists to Proctor and more importantly, capture their attention and make the want to stay once they arrive.

Existing Development Patterns

Proctor is the smallest town in total area in Rutland County (3,983 acres) bounded on the north by Pittsford, east and south by Rutland Town and west by West Rutland. The development pattern is characterized by a densely settled Village Center surrounded by farmland and open forest. Proctor is predominantly residential and is a walkable community with most of its houses located within a half-mile of the Village Center.

Proctor retains much of the flavor of a company town. The Village Core sits just to the west of Sutherland Falls and includes The Proctor Village Historic District. Crossing the Marble Bridge creates a formal entrance into the Village. Main Street runs along the Village Green with multi-story, masonry buildings lining the west side of Main Street. The buildings include a post office in a mixed-use building, fire department, municipal offices, Carris Reel's office building and the former buildings of OMYA. At the northeast corner of the Village, The Vermont Marble Company mill buildings remains largely intact and house the Marble Museum and other small business. Along with the quarry they have great historical value at the center of what was the largest marble company in the world. Remnants of the former marble yard create a large open space at the northern end of Main Street.





Immediately to the west of Main Street is a densely settled group of homes and small businesses centered on Proctor Elementary School. The Northwest Village Historic District, also listed in the State Register, includes Green Square, Terrace Hill, and Meadow Street and is a significant example of company financed homes built for a growing immigrant work force.

This dense development pattern continues on the east side of Otter Creek with neighborhoods stretching along Route 3. At the northern end "The Patch" is characterized by duplex company homes. The neighborhood known as Hospital Hill, has some of the largest and finest homes in town including the former homes of the Proctor family. The southeastern corner of the Village is a neighborhood of mid- sized homes around the high school, Olympic Pool and skating rink and includes a small commercial zone along Route 3.



At one time these neighborhoods included a hospital, bank and were dotted with five company stores.

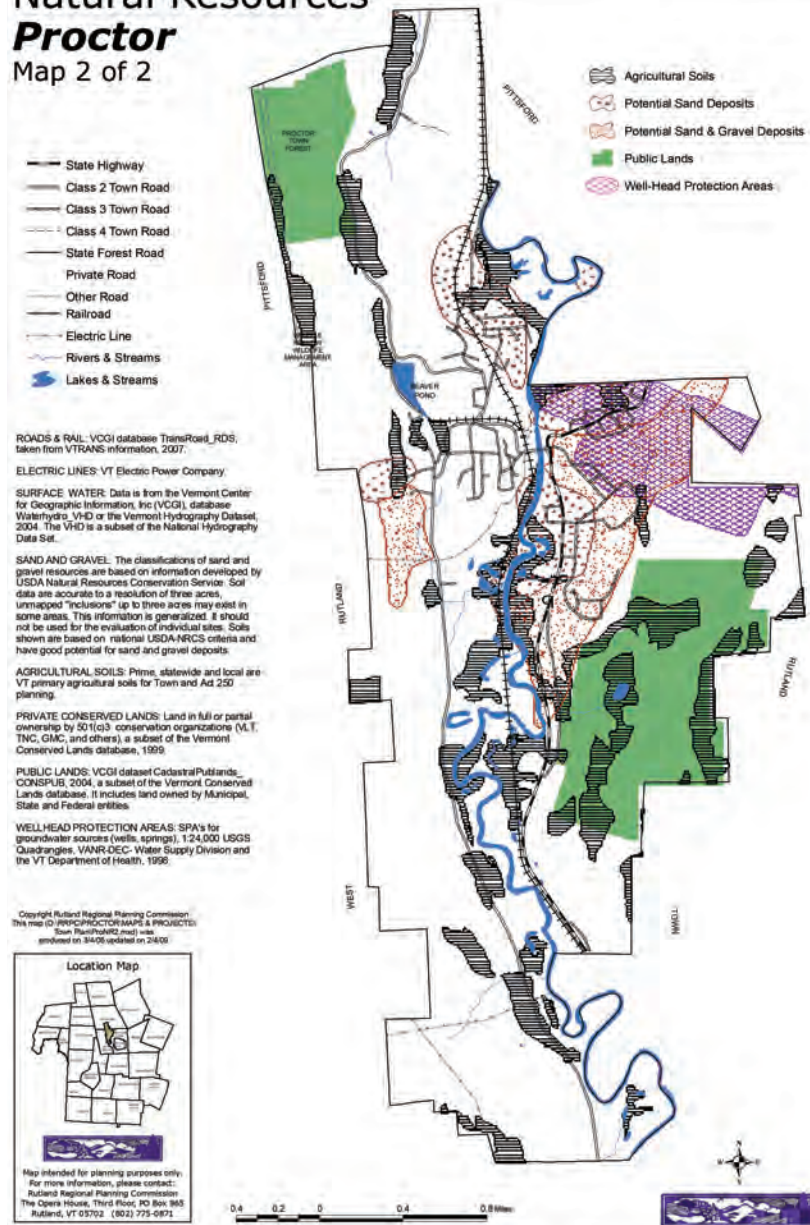
Outside of the Village, much of Proctor's land area is agriculture fields along Otter Creek and forested hills to the west and east. There are large-lot single family homes in the valley and four small farms actively operating in town. There are three actively managed forests: OMYA's tract of land and the Town of Proctor Forest in the northwest corner and the 551-acre Library Forest to the east. Since much of Proctor's land area is undeveloped, and un-developable, the town has considerable open space that provides recreation opportunities.



Natural Resources

Proctor

Map 2 of 2



Vehicle and Transportation Patterns

The main vehicular artery thru Proctor is VT Route 3 which runs north to south through town on the east side of Otter Creek. The road serves as a cut through for commercial and passenger vehicles traveling from Rte. 7 North in Pittsford to Rte 4 in West Rutland and allows travelers to avoid downtown Rutland.

Secondary Roads in out of town include West Street that connects the Village Center to West Rutland and Florence Rd. that heads north out of town. There are no east/west roads that lead in or out of town. The majority of traffic into the Village is off of Rte. 3 across the Marble Bridge. Proctor is not a predominantly pedestrian town. This is primarily because residents must leave Proctor for basic everyday goods and services.

The Village Center is walkable, with a good sidewalk system. The proposed pedestrian/bike path will improve walking connections to the southwest and northwest regions of town. Consideration should be given to connecting sidewalks from the Village Center to the area around Patch Street and filling in gaps in sidewalk continuity to the area southwest of the elementary school around the West Street market.

Existing Infrastructure

The Town of Proctor has a well-developed and well managed infrastructure system to serve both commercial users and residents.

Over 90 percent of Proctor's residents are served by municipal water and sewer systems. Solid waste in Proctor is managed in cooperation with the Rutland County Solid Waste District. Until Recently The hydro-powered central generating system of the Vermont Marble Power Division of OMYA, served the majority of Proctor's electricity needs. The plant at Sutherland Falls is now owned and operated by Green Mountain Power (GMP) and is being upgraded to a 10 megawatt generating plant. A 500 KW solar farm is being planned for the property on West Street that is directly across from the Wilson Castle. Natural gas is not currently available in Proctor. Gas infrastructure between Middlebury and Rutland is currently in the planning stages and may provide future opportunities for Proctor.

There is currently limited cellular telephone service in Proctor, a need that will be vital for the community to grow. Verizon Wireless is currently constructing a tower at the top of Grove Street on East Mountain.

The Vermont Railway runs through Proctor connecting the town with railways to the north and south. There are future plans at the state level to open commuter rail service along this line between Rutland and Burlington. The Bus provides public transportation four times a day to and from Rutland.





Existing Amenities

Proctor residents have access to a wide range of recreational and cultural activities.

Proctor maintains two primary recreation areas: The Olympus Pool, a small pond staffed by lifeguards during the summer months, and a skating rink in operation during the winter. A bike path on the Library property connects to Pine Hill Park in Rutland Town and along with the Proctor Town Forest provides miles of mountain bike, snowmobile and hiking trails. There are current plans for the development of a bike path to connect the skating rink to the center of the Village, Beaver Pond and Town Forest. The woods around Proctor also provide opportunities for wildlife watching and hunting. There are three youth ball fields on Elm Street. The 18-hole Proctor-Pittsford Golf course is located just a couple of miles northeast of the Village. Downhill and cross country skiing, are within a short drive of town.

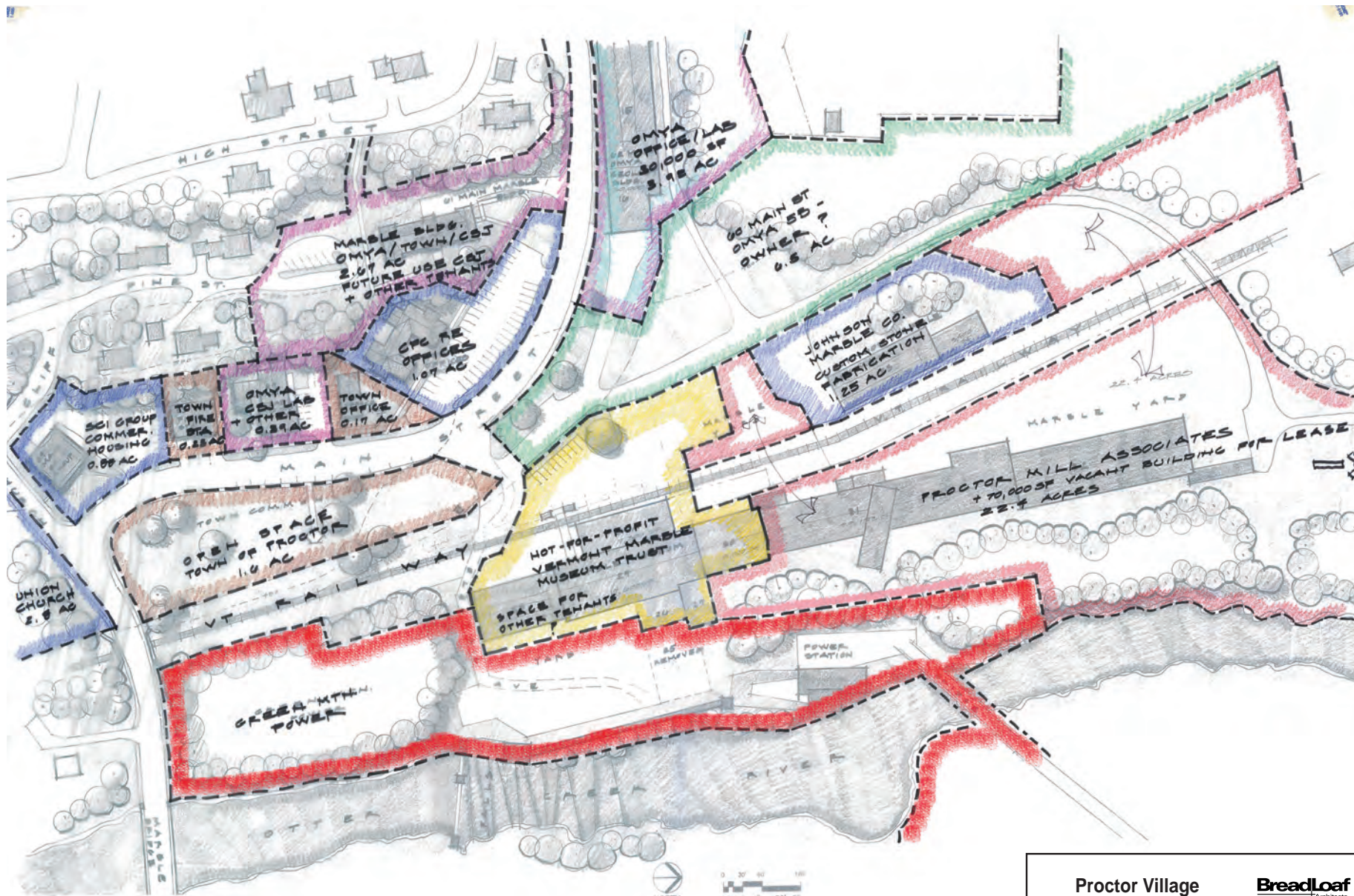
The Proctor Free Library was originally founded in 1881 by Redfield Proctor and moved to its current location in 1913. The library serves as a center of activity for both seniors and the youth of the community. The people of Proctor are very proud of the Proctor Elementary and Junior/Senior High Schools. The small size and local setting of the schools' are a center of community activity and attractive to individuals considering relocating to Proctor. The Proctor School District's baseball, softball, basketball and soccer teams provide athletic opportunities for many Proctor teens. A fund established by Mortimer Proctor subsidizes the cost of youth programs in town.

There are many attractions to draw tourists to Proctor including the Marble Museum, Sutherland Falls, Wilson Castle, the Marble Quarry, other historic buildings and sites along the Proctor Walking Tour.



Proctor Village
Existing Development

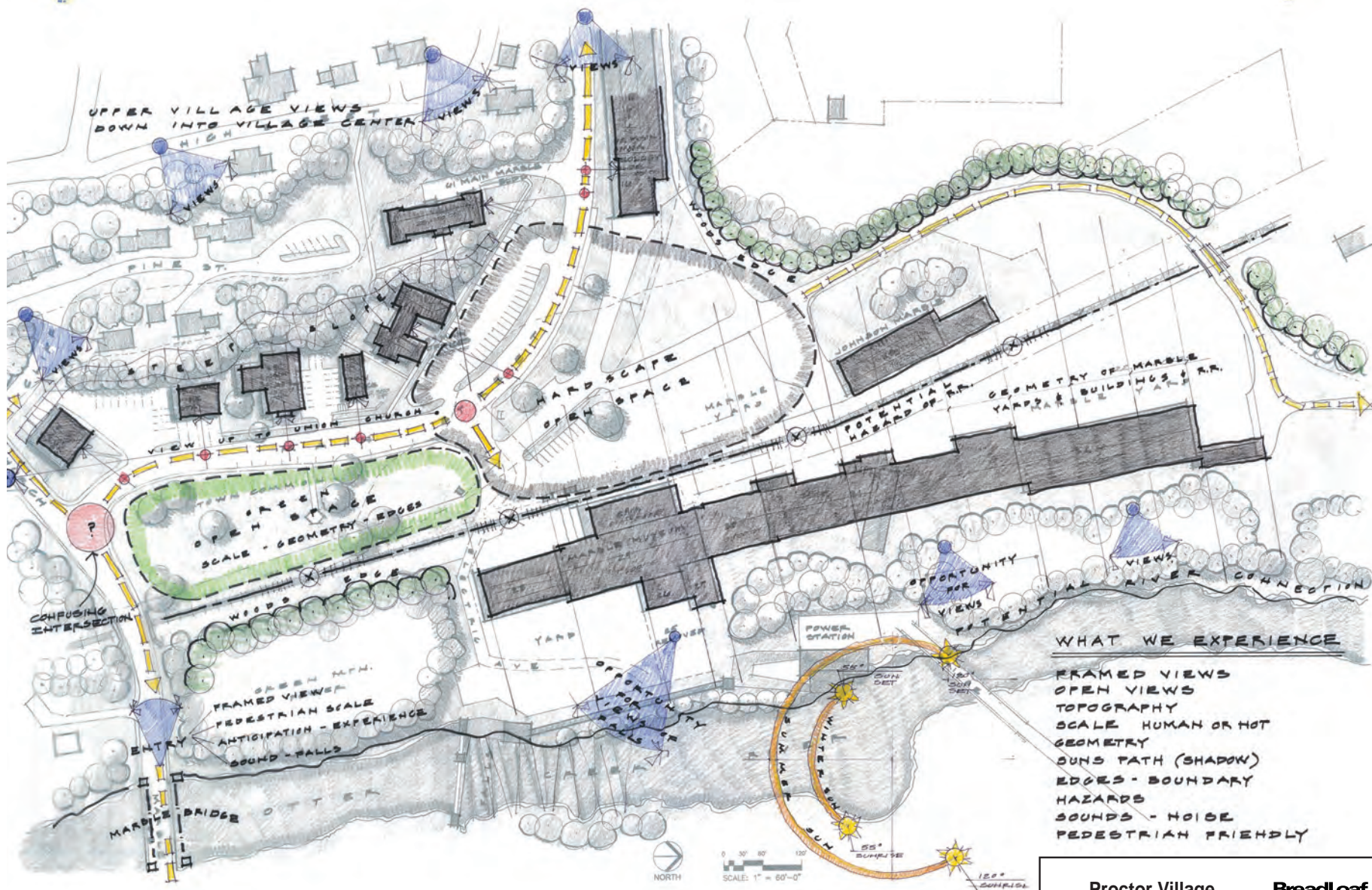
BreadLoaf
Architects
Planners
Builders



0 30 60 120
SCALE: 1" = 60'-0"

Proctor Village
What We Know

BreadLoaf
Architects
Planners
Builders



Proctor Village
What We Experience

BreadLoaf
Architects
Planners
Builders

3 Historic Assessment

The Village Core sits within the Proctor Village Historic District and includes the area around the elementary school and a portion of the residential neighborhood along Ormsbee Ave to the east of Rte. 3. The Village Core can best be described as dynamic, with many of the earlier 19th century buildings being replaced because of loss to flood or fire, or a need for newer larger buildings as the town became more prosperous.

The Village maintains the feel of a company town with all of the buildings along Main Street, except for the current fire department, predating 1930. The oldest surviving building is the Town Offices, built in 1836. First used as a school, then library, it has served as the town clerk's office since the mid 1880's. The other buildings in the Village that pre-date 1900 are the Mill, currently the Vermont Marble Museum and the OMYA geology building, both built in 1880, along with the Union Church, built in 1891.

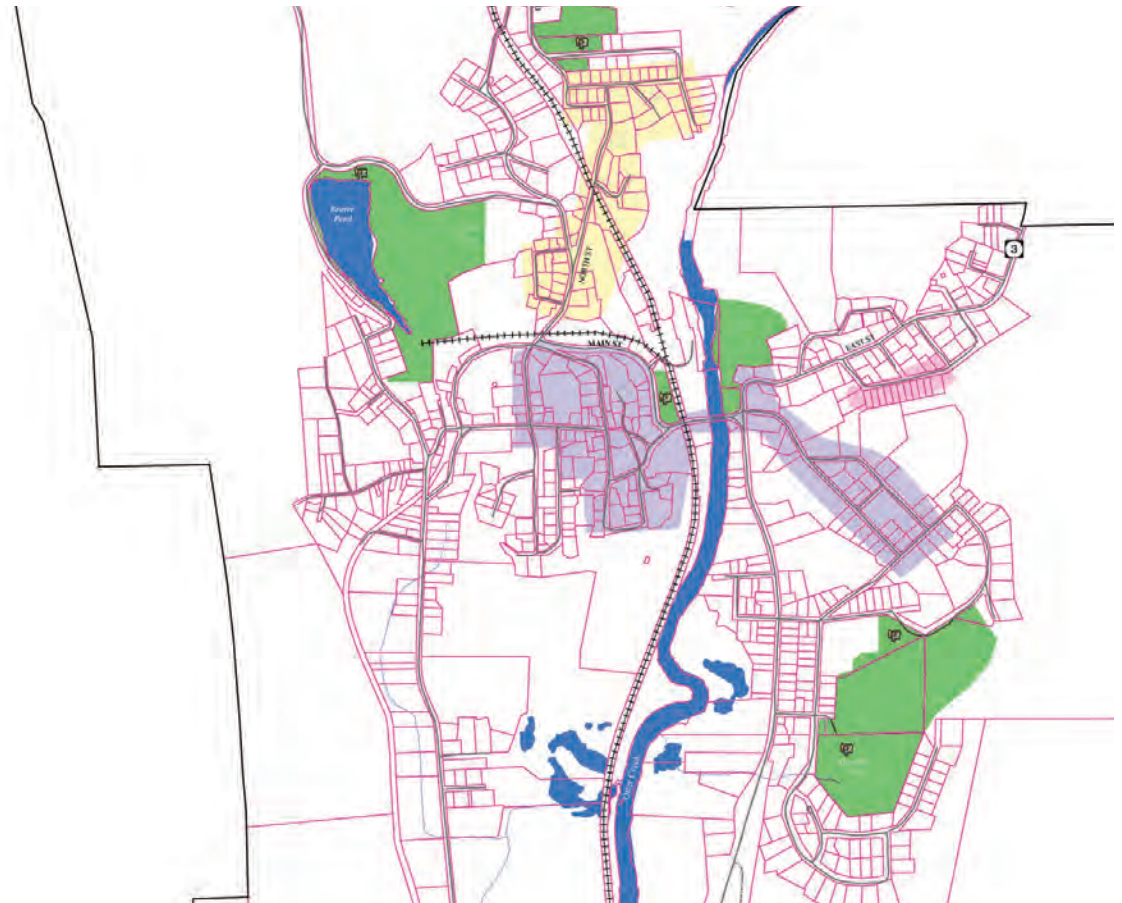


THE PUBLIC LIBRARY IN 1965



VILLAGE SQUARE, LOOKING SOUTH, 1911

Proctor Historic Districts



Legend

- Northwest Village Historic District
- Proctor Village Historic District
- Williams Street Historic District

Proctor Village Historical Inventory

*Tag	Property	Year Built	Number Stories	Building Size (sf)	Architect	Exterior Materials	Historical Features & Significance
	29 Main St. - Post Office Bldg	1913	3	23,652		Brick and marble	This was the second company store. The building burnt and was rebuilt in 1913. The library was housed upstairs in the first store. Present Post Office and Apartment Building.
B32	39 Main St - OMYA Lab Bldg	1908	2.5	12, 478	A.C. Rockwell	Hip slate roof, marble base wood clapboard on second floor & dormers	Formerly known as Sutherland Club, a Colonial Revival features marble quoins and stone lintels, distinctive chimney & dormers, porch entry columns entry fan, sidelights
B33	45 Main St - Town Office	1836	1.5	2,352	William Humphrey	Gable slate roof, fieldstone	Stone Lintels, Fieldstone façade, sidelights, entry fan, leaded glass window.
B34	49 Main St- Carris Reels	1923 / 1953	1.5	6,520	-	Gable slate roof, fieldstone	Formerly Vermont Marble Company Bank, features marble, stone lintels, distinctive chimney & stone carving
9	52 Main St- Marble Museum						
	Bldg. 26	1880	1	3,248	Joseph Patch	(partially Removed)	Home to the Vermont Marble Company and formerly the largest Marble company in the world, employed over 1,000 employees mainly residents in Proctor. The company produced marble for many significant federal structures including: Thomas Jefferson Memorial, Us Supreme Court Building, Tomb of the Unknown Soldier at Arlington National Cemetery, White House Remodeling and US Dept. of Agriculture, North Buildings
	Bldg. 27	1880	1	2,700	Joseph Patch	Large masonry smokestack	
	Bldg. 28	1905	2	10,640	Fletcher Proctor	Gable roof, marble firewalls	
	Bldg. 29A	1975	1	7,300	-	Hood moldings	
	Bldg. 29	1905	2	17,600	Fletcher Proctor	Roof monitor, gable roof	
	Bldg. 30	1927	2	8,000	R. Clipson Sturgis	Roof monitor, gable roof	
	Dam	1905	-	-	Joseph Patch	Marble structure	
9	54 Main St - Johnson Marble	1924	1	13,139	J. L. Patch	Marble façade, roof monitors, exposed steel structure	Still in use by Johnson Marble & Granite, building features marble façade steel framing
9	56 Main St - Hemm Mill Bldg						
	Bldg. 31	1880	1	40,153	Joseph Patch	Gable roof, roof monitors	Interior structure mainly intact features combination of steel and wood timber framing
	Bldg. 32	1924	1	29,300	J. L. Patch	Gable roof	
B21	61 Main St - OMYA Offices	1924	3.5	28,000	R. Clipson Sturgis	Marble structure, standing seam copper gable roof	Formerly offices for Vermont Marble Company A Neo-classical Revival Style, features entry columns, window fan, keystones, stone lintels, marble, porch, balcony
B18	62 Main St - Geology Bldg	1885 / 1910	2	30,334	Joseph Patch	Marble & timber structure	Formerly known as the Geology Building for the Vermont Marble Company, features marble and roof monitor. Addition added in 1910.
	4 Main St - Proctor Library	1913	2.5			Brick, marble, slate roof	Second Location of the Proctor Library. Built on the site of the TJ Ormsbee home, founder of the first Quarry in 1836 and Mill in 1837.
	11 Church Street - Union Church	1890	1.5	11, 207		Stone, slate	The current stone church replaced the original Union Church which burned in 1890. Continuous place of worship since.

*Tag refers to the building numbers listed in the Vermont State Register of Historic Places.

4 Market Analysis

PROCTOR PROSPERITY PLAN

Market Analysis Presentation



What is the Proctor Prosperity Plan?

The need for an economic development and land use plan was identified in the Proctor Municipal Plan, updated in 2013 and was identified as the **most important Town issue** in the 2010 Community Survey.

The Proctor Prosperity Plan is designed to:

- Analyze current economic and land use conditions.
- Explore economic development opportunities.
- Create graphics to represent redevelopment of Village sites.
- Create a marketing plan for the Town that would stimulate economic development.

The Plan is funded by:

- Vermont Community Development Program.
- Planning Grant Rutland Regional Planning Program.
- The Town of Proctor.



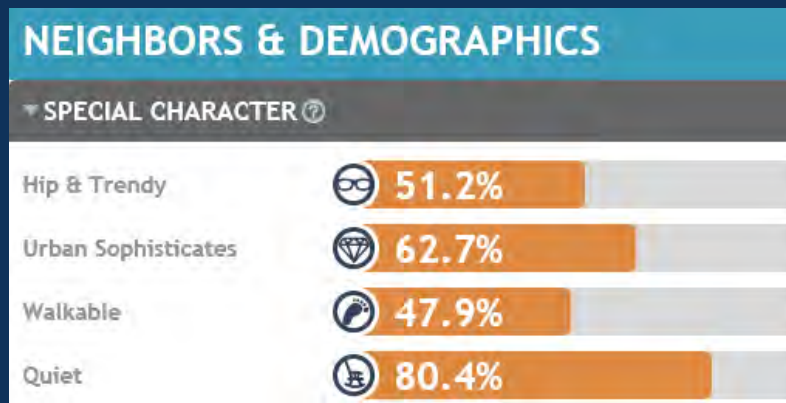
PROCTOR- The Glass is Half Full

- Small town lifestyle: walkable, quiet, safe, friendly.
- Access to Good Jobs to Support:
 - Good Housing.
 - Good Food.
 - Quality Education.
 - Access to Wellness/Healthcare.
 - Access to Leisure/ Recreation.
 - Sense of Community/ Belonging.



Proctor- 2010 Town Plan Survey- Top Issues:

1. Continue to build on the quiet/ safe/ small town feel of Proctor and Recreational Assets.
2. ECONOMIC DEVELOPMENT- Citizens REALLY want more light industry, small crafts and tourism/ recreation.
3. EDUCATION- Merge schools to achieve affordability.
4. Improving the Municipal Services of Drinking-Water/ Road Maintenance and Town Governance.
5. Alternative Energy Development.



Source- Neighborhoodscout.com

Proctor Prosperity - Current Assets

- Established smart growth patterns- dense village core and neighborhoods surrounded by open space.
- No established suburban sprawl patterns.
- Great residential neighborhoods.
- Good infrastructure- No major Investments required.
- Walkable downtown village core.
- Buildings in downtown are in good condition, well kept, clean.
- History.
- Access to recreation- Pool, rink, trails, town green.



Town of Proctor- Underutilized Resources

- Empty Marble Museum Space.
- General store and Café (move in ready) Remaining vacant Mill Building, 91,800 SF total.
- Vermont Rail Line.
- Forest Land.
- Agricultural Land at South End of Town.
- Sutherland Falls.
- Wilson Castle.
- Former Quarry.
- Beaver Pond (Picnic Tables and Parking).
- Post Office Building.
- OMYA Geology Building.
- Route 3.



Potential Customers



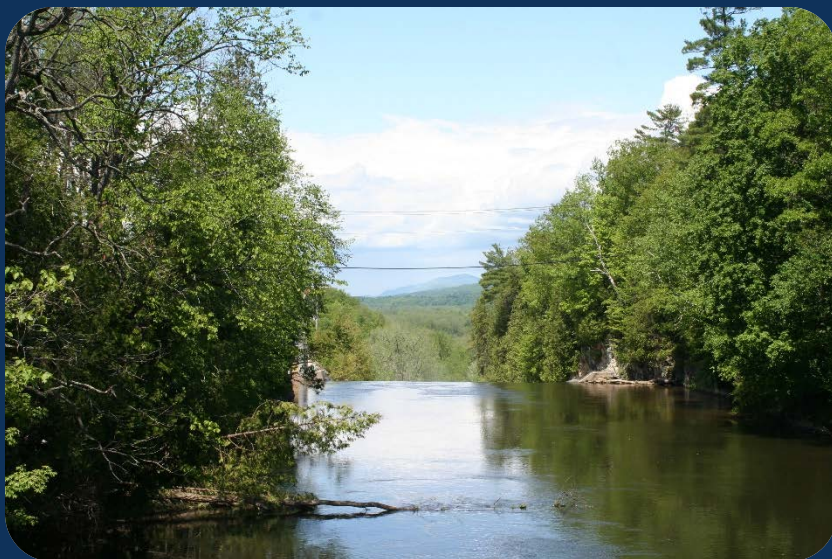
1. 1,728 Residents
 2. *2,000- 3,000 Visitors Per Year
*An actual attendance record of visitor's to the Marble Museum is underway and will be released Upon conclusion of 2014 season.
 3. Existing Businesses = 26 with 87 Employees
 4. Existing Businesses in Rutland County
 5. Residents in Adjacent Communities
- Future:

1. 100 College Students and Professors
2. Anyone with Internet Access
3. XX% of 13.5 Million Visitors to Vermont Annually

Proctor Prosperity Plan- Census Information - 2013

*POPULATION	PROCTOR	RUTLAND COUNTY	VERMONT
Population 2000	1,877	63,743	608,808
Population 2010	1,749	61,642	625,741
Estimated Population 2013	1,742	60,622	633,945
Percent Change (2000 – 2013)	-7.7 %	-5.1 %	4.1 %
Anticipated Growth thru 2020	5.7 %	2 %	15 %

*MEDIAN INCOME	PROCTOR	RUTLAND COUNTY	VERMONT
Median Income 2013	\$51,533	\$48,968	\$54,168
Percent Change (2000 – 2013)	29 %	33.3 %	0.06 %
Unemployment Rate	4.9 %	4.6 %	4.4 %



*Sources
 US Census Bureau – 2013
 Estimates
 US Census Bureau – 2010
 Census
 Rutland County Health –
 Needs Assessment
 City-Data.com
 Neighborhoodscouts.com

Proctor Prosperity Plan- Census Information Continued

*AGE & POVERTY	PROCTOR	RUTLAND COUNTY	VERMONT
Median Age - 2013	43	45	42
Percentage of Population over age 65	16.6 % (2000)	18 %	15.7 %
Percentage of Population below 18	26.5 % (2000)	18.6 %	19.8%
Residents Below Poverty Line	9.2 %	13.6 %	9.4 %

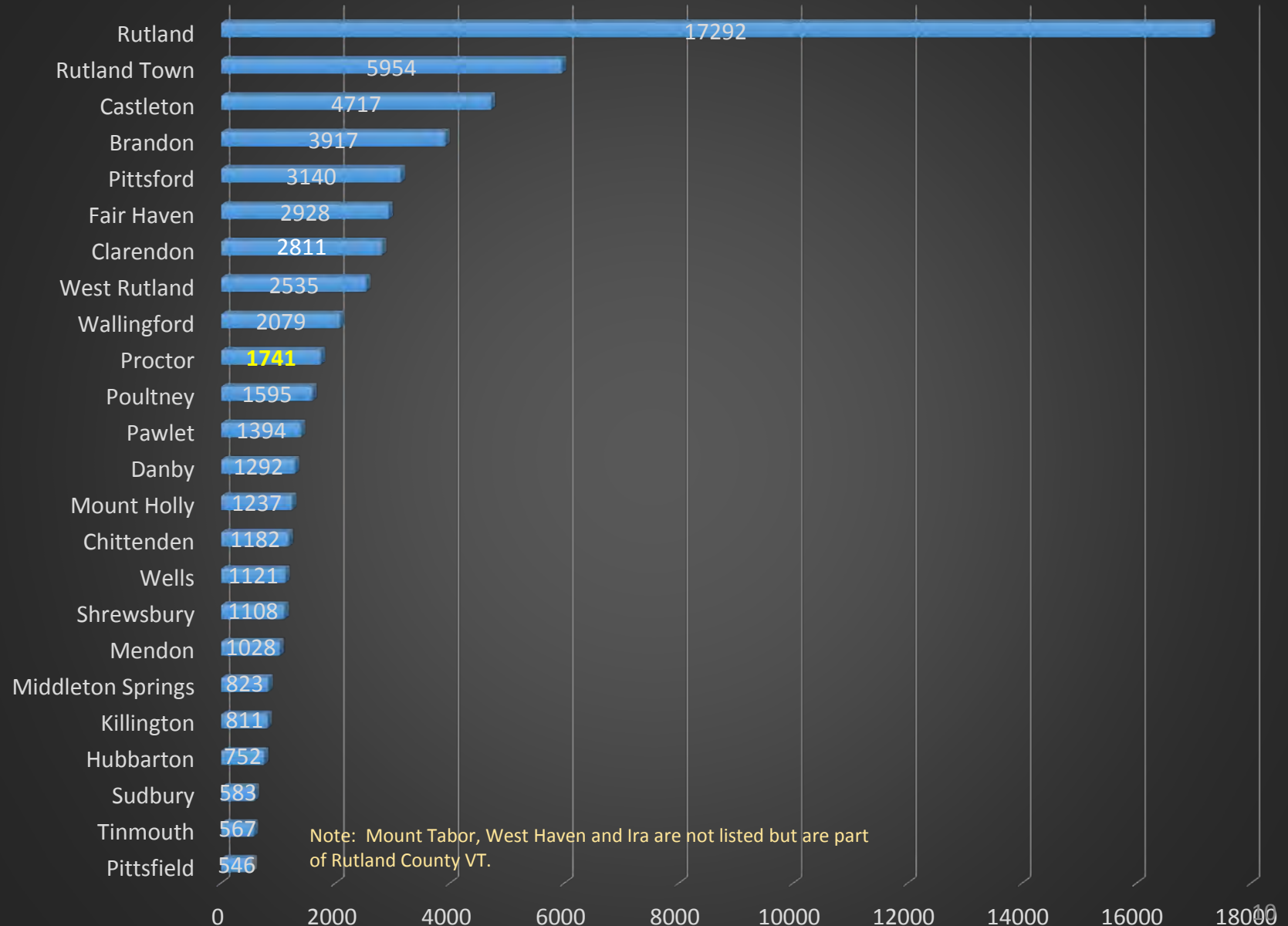
*HOUSING, PERMITS & COMMUTE TIME	PROCTOR	RUTLAND COUNTY	VERMONT
Average Home Value - 2013	\$162,086	\$176,300	\$215,800
Median Property Tax	2.8 %	2.7 %	2 %
Homeownership Rate	67.7 %	69.3 %	71.2%
Number of Multifamily Units – 2012	157	9,085	74,826
Building Permits - 2012	0	49	1,301
Average Commute Time (minutes)	20	19.8	21.8



*Sources

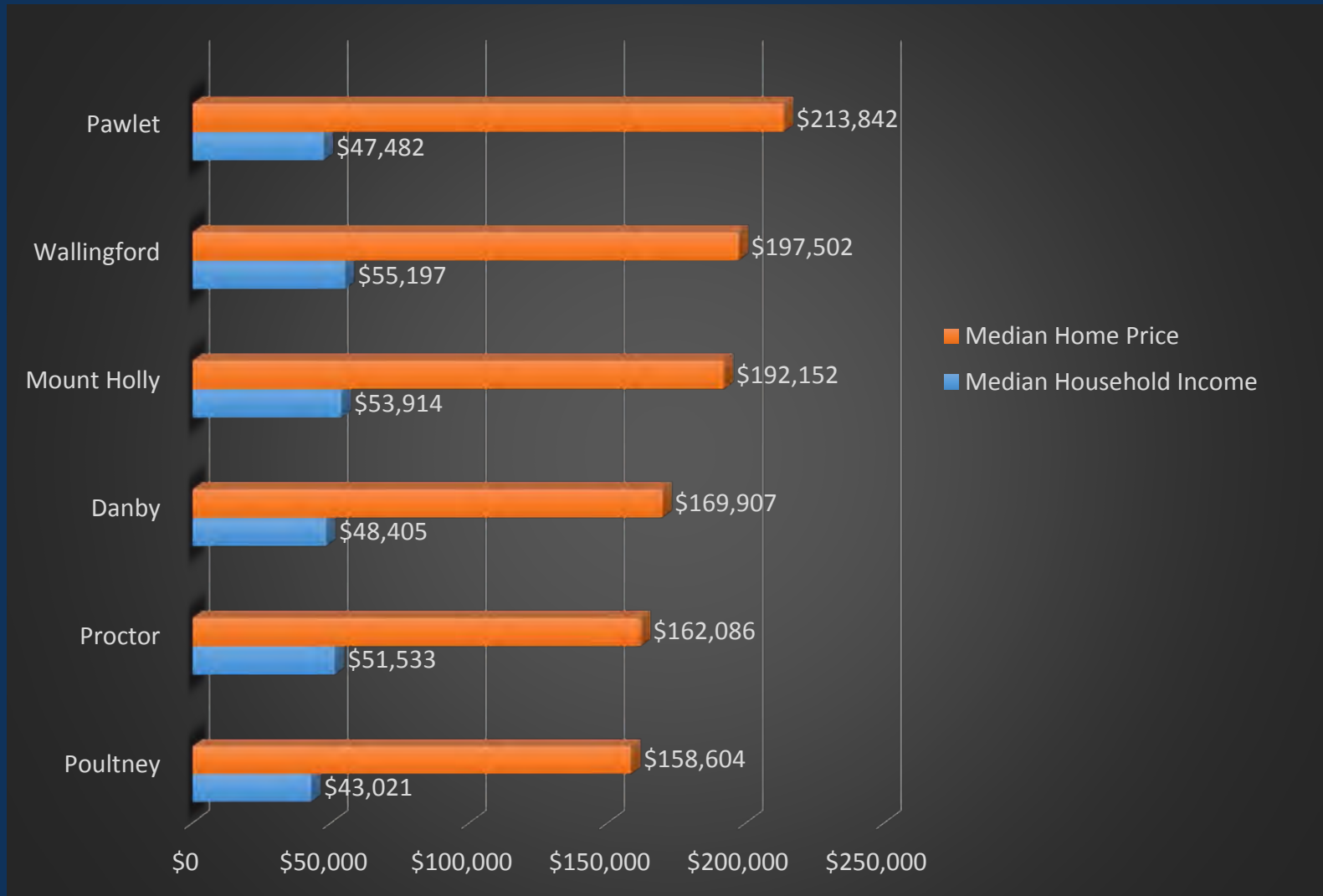
US Census Bureau – 2013 Estimates
 US Census Bureau – 2010 Census
 Rutland County Health – Needs Assessment
 City-Data.com, neighborhoodscout.com

Population Distribution - Rutland County



Household Income and Median Home Price Comparison

Similar Sized Rutland County Communities





MOUNT HOLLY Population 1,237

Median Household Income: \$ 53,914

Median Home Price: \$ 192,152

Median Rent: \$ 651

Average Commute to work: 24.1 Minutes

Education: K-6 Mount Holly Elementary
7-12 Black River High School (Ludlow)

Nearest Healthcare: 8.9 Miles

Grocery Store Access: Shaw's, 8.9 Miles

Nearest Market: Belmont General Store

Restaurants in town: Brooklyn Pub

High Visibility Business:

Southern Vermont Hydroponics, Deco Manufacturing, Crowley Cheese, Chester's Woodworking, Wright Construction

Differentiators:

Visibility along Rte 103 Corridor, Close Proximity to Okemo and Ludlow.



DANBY Population 1,292



Median Household Income: \$ 48,405

Median Home Price: \$ 169,907

Median Rent: \$ 702

Average Commute to work: 25.9 Minutes

Education: K-6 Currier Memorial School
7-12 Mill River Union/ Burr & Burton Academy

Nearest Healthcare: Rutland, 19.6 miles

Grocery Store Access: Rutland, 19.3 miles

Nearest Market: Nichols General Store, 0 miles
Mount Tabor Store w gas, 0 miles
Whites Fuel Stop, 0 miles

Restaurants in town: The White Dog Restaurant
(open part time)

High Visibility Business:

Crosby Lumber, Larry White Construction, Vermont Store
Fixtures, Vermont Quarries Corporation

Differentiators:

High Visibility along Rte 7 (Center is not on Rte 7)



PAWLET Population 1,394

Median Household Income: \$ 47,482

Median Home Price: \$ 213,842

Median Rent: \$ 651

Average Commute to work: 24.9 Minutes

Education: K-6 Mettawee Community School
7-12 Granville Middle/ High School (NY)

Nearest Healthcare: Mettawee Valley Health Center

Grocery Store Access: Price Chopper, Granville 8 miles

Nearest Market: Mach's General Store, 0 miles
Sheldon General Store w gas

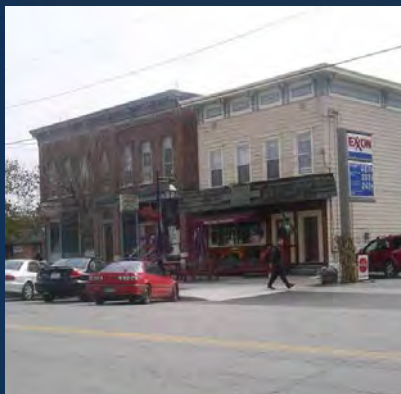
Restaurants in town: The Barn
Mach's Brick Oven Bakery
The Station

High Visibility Business:

Vermont Slate, Loomis Trucking, Citizens Bank, Circle of Healing, Woodlawn Farm, Stonebroke Farm, Mach Farm, Deer Flats Farm, Laughing Child Farm.

Differentiators:

Hi visibility on Rte 30 and Rte 149, Agricultural Industry, Slate Industry.



POULTNEY Population 1,595

Median Household Income: \$ 43,021

Median Home Price: \$ 158,604

Median Rent: \$ 686

Average Commute to work: 16.4 Minutes

Education: K-6 Poultney Elementary
7-12 Poultney Middle/High School

Nearest Healthcare: West Pawlet- 9 miles

Grocery Store Access: Shaw's, 0 miles

Nearest Market: Tenneybrook w gas, 0 miles
Irving Gas w Snack Bar, 0 miles

Restaurants in town: Tot's Diner, Trolley Stop, Nancy's Place Bakery,
Café Pazienza, Tap Room Tavern
Poultney Pizza, Harry's Eatery,
The Locomotive, Full Belly Deli

High Visibility Business:

Whale Back Winery, NE Slate Co., Williams True Value Hardware, Stone Valley Community Market, Kenny Pike Insurance, Poultney Small Business Center, Citizens Bank, B&B Consignments, Poulos Insurance, Back Room Boutique, Fair Haven Auto Supply, BM Paints, Martz Sporting Goods

Differentiators:

Visibility on Rte 30, Traditional Main Street w Lots of small retail, Green Mountain College, Lake St. Catherine

PROCTOR Population 1,742



Median Household Income: \$ 51,533

Median Home Price: \$ 162,086

Median Rent: \$ 723

Average Commute to work: 20 Minutes

Education:

K-6 Proctor Elementary

7-12 Proctor High School

Nearest Healthcare: Rutland- 7.6 Miles

Grocery Store Access: Price Shopper, 6.3 miles

Nearest Market West Street Market, 0 miles

Mobil Station, 3.8 miles

Restaurants in town Franklins, 0 miles

High Visibility Business:

LaFond's, Proctor Gas, Keyser Energy, Johnson Marble,
Carris- Reels, Green Mountain Power

Differentiators:

Established Tourist Destination (Marble Museum), St.
Joseph's College.



WALLINGFORD Population 2079

Median Household Income: \$ 55,197

Median Home Price: \$ 197,502

Median Rent: \$ 543

Average Commute to work: 18.9 Minutes

Education: K-6 Wallingford Elementary
7-12 Mill River Union HS (Clarendon)

Nearest Healthcare: Rutland- 9 miles

Grocery Store Access: Hannaford, Rutland 8 miles

Nearest Market: Smart Stop, w gas, 0 miles
Cumberland Farms, 0 miles
Wallingford Country Store & Deli

Restaurants in town: Sal's Pizza
The Victorian Inn
Mom's Country Kitchen

High Visibility Business:

HandmadeinVermont.com, Merchant's Bank, Roaring Book Furniture, Baasch Dental, Family Dollar, Maple Leaf Center, Thrive Center Holistic Medicine

Differentiators:

Hi visibility on Rte 7 'Blocks' / Mixed use buildings in Center with small retail space

Proctor Business Demographics

*INDUSTRY	NUMBER OF BUSINESSES	ESTIMATED NUMBER OF EMPLOYEES	ESTIMATED PERCENTAGE OF WORKFORCE
Agriculture / Forestry / Mining			
Construction	2	3	1.9 %
Manufacturing	4	7	4.3 %
Wholesale Trade	1	3	1.9 %
Retail	5	14	8.8 %
Transportation / Utilities			
Information (Publishing, Telecom, IT)	2	3	1.9 %
Professional / Science / Management	2	25	15.6 %
Financial Services			
Education and Health Services	3	64 (FTE)	40 %
Leisure and Hospitality	3	12	7.5 %
Public Administration	3	15 (FTE)	9.3 %
Other	5	14	8.8 %

SUMMARY BASED ON 2012 STATISTICS

Number of Proctor Businesses	20
Paid Employees 1 st Quarter	193
Payroll 1 st Quarter	\$ 3,806,000
Annual Payroll	\$ 12,847,000

*Sources

US Census Bureau – 2012 Zip Code Business Patterns
 Vermont OES – May 2013 State Occupational Employment and Wage Statistics
 Vermont Dept. of Labor- Long Term Industry Projections
 Vermont Dept. of Labor- Short Term Employment Projections- 2012 – 2014
 Rutland County Health Assessment

Rutland County & Vermont Business Demographics

*INDUSTRY	RUTLAND COUNTY		VERMONT		
	NUMBER OF EMPLOYEES	PERCENTAGE OF WORKFORCE	PERCENTAGE OF WORKFORCE	PROJECTED GROWTH THROUGH 2020 (%)	MEDIAN HOURLY WAGE
Agriculture / Forestry / Mining	647	2.11 %	2.7 %	- 0.18	\$ 13.73
Construction	2,386	7.78 %	7.56 %	1.9	\$ 19.27
Manufacturing	3,434	11.2 %	10.62 %	0.16	\$ 17.09
Wholesale Trade	845	2.67 %	2.39 %	2.23	\$ 11.36
Retail	4,353	14.2 %	11.75 %	1.03	\$ 13.00
Transportation / Utilities	1,362	4.44 %	3.39 %	1.3	\$ 16.67
Information (Publishing, Telecom, IT)	562	1.83 %	2.05 %	0.18	\$ 32.95
Professional / Science / Management	2,329	7.6 %	8.6 %	1.32	\$ 34.13
Financial Services	1,281	4.18 %	4.85 %	1.25	\$ 30.19
Education and Health Services	7,900	25.77 %	27.64 %	1.18	\$ 34.89
Leisure and Hospitality	2,937	9.58 %	9.18 %	1.22	\$ 16.50
Public Administration	1,090	3.56 %	4.76%	0.5	\$ 19.78
Other	1,524	4.97 %	4.48%	0.6	\$ 12.43

*Sources

US Census Bureau – 2012 Zip Code Business Patterns

Vermont OES – May 2013 State Occupational Employment and Wage Statistics

Vermont Dept. of Labor- Long Term Industry Projections

Vermont Dept. of Labor- Short Term Employment Projections- 2012 – 2014

Rutland County Health Assessment

Vermont – Employment Growth Industries

Fastest Growing Industries – 2012 - 2014

1. Beverage and Tobacco Manufacturing	10.7 %
2. Wholesale Electronics	9.2 %
3. Transit and Ground Passenger Transportation	6 %
4. Plastics and Rubber Manufacturing	4.4 %
5. Furniture and Home Furnishings	3.6 %

Fastest Growing Occupations – 2012 - 2014

1. Home Health Aides	4.1 %
2. Personal Care Aides	4 %
3. Beverage Industry Machine Operators	4 %
4. Food / Tobacco / Baking Machine Operators	3.6 %
5. Diagnostic Medical Sonographers	3.5 %

Slowest Growing Industries – 2012 - 2014

1. Funds, Trusts, and Financial Investments	- 14 %
2. Computer and Electronic Manufacturing	- 4.8%
3. Air Transportation	- 3.8 %
4. Transportation Support Activities	- 3.2 %
5. Credit Intermediation	- 3%

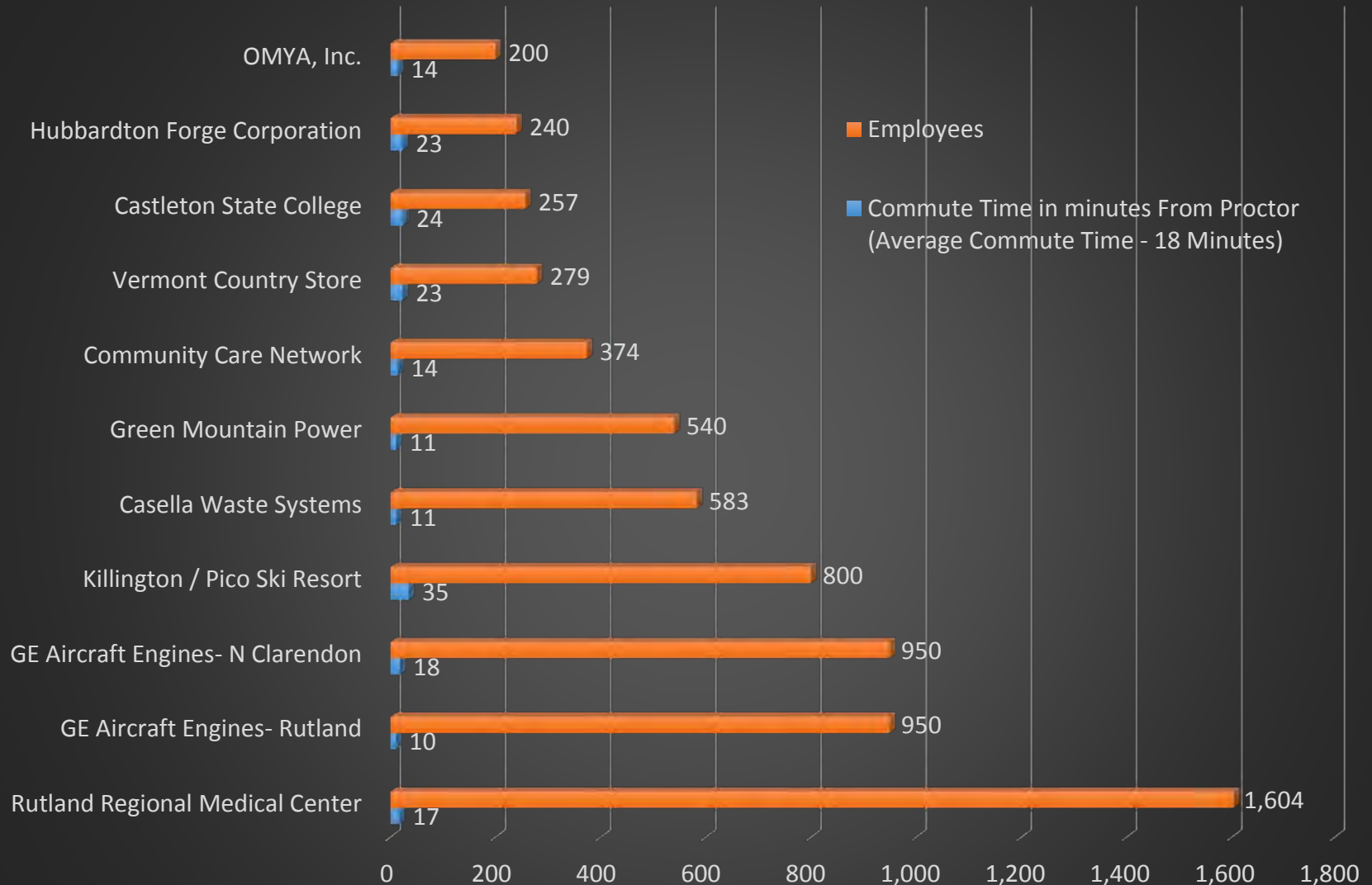


*Sources

US Census Bureau – 2012 Zip Code Business Patterns
 Vermont OES – May 2013 State Occupational Employment and Wage Statistics
 Vermont Dept. of Labor- Long Term Industry Projections
 Vermont Dept. of Labor- Short Term Employment Projections- 2012 – 2014
 Rutland County Health Assessment

Ten Largest Employers and Commute Time

in Rutland County, Vermont



Demographics and Employment Take - Aways



- 57 % of Proctor's Jobs are in the Four Highest Earning Categories.
- 25% of Proctor's Jobs are in the Four Industry Categories with the Highest Projected Growth.
- Proctor's Median Income is 5.2 % above the Rutland County Average.
- The Mortimer Proctor Fund financially offsets costs normally provided out of pocket or thru Tax dollars.
- Proctor significantly lags the County and Vermont 'Percentage of Work Force' in Construction and Manufacturing Jobs – They have the 6th and 7th highest median salary.
- Proctor has no Healthcare or Financial Services Jobs – High Mean Hourly Wage Categories.
- Rutland County is 35 FTE Primary Care Physicians Short.

Small Business Trends (National)

- Outsourced Workforce – Employers are shifting to part-time, freelance, outside contractors and consultants.
- Personal Businesses (One employee) are growing twice as fast in the new economy.
- More and More employees are working from non-traditional Offices.
- Small Business lending is on the Rise – Non Traditional Instruments – Microlending, Revenue based Financing, Crowdfunding, Peer-to Peer Lending.
- E-Commerce is on the Rise- 13.8 % Annual Growth Rate through 2017.
- Mobile Technology's impact on how business is done will be amplified. Example: Digital Health Monitoring will grow 1100 % through 2017.
- The Senior population will grow 2.8% per year through 2030. The need to service this population will grow.



Fastest Growing Industries 2012 - 2014

Privately Held Companies Only

Industry	Sales Growth
1. Support Activities for Mining – Drilling, Taking Core Samples, Making Geological Observations	21 %
2. Oilseed and Grain Farming- Wheat, Corn & Soybeans	20 %
3. Beverage Manufacturing- Soft drinks, bottled water, breweries, wineries, distilleries	20 %
4. Agriculture, construction, and Mining Machine- Manufacturing	20 %
5. Other Crop Farming- Hay, Cotton, Sugarcane, tobacco	18 %
6. Computer Systems Design and Related Services- Programming, systems design, Facilities Management	16 %
7. Offices of Real Estate Agents and Brokers-	16 %
8. Chemical and Allied Products Merchant Distributors- Basic chemicals, chemical products, fertilizers	16 %
9. Personal and Household Goods Repair and Maintenance- Fixing home and garden Equipment, bicycles	16 %
10. Employment Services-	15 %



* Forbes.com – 12/29/2013, Source: Sageworks.

Renewable Energy Trends



Wind / Solar / Geothermal Production will increase 97 % through 2040.

- Solar will grow at 8.3 % per year.
- Wind will grow at 5.7 % per year.
- Geothermal will grow at 3.7 % per year.
- Other (Biomass / Cow power, etc) – 1.4 % per year.

Hydroelectric Production will Increase 57 % through 2040.

- By comparison...

Natural Gas Production will increase 56 % through 2040.

Source: How to Profit from the Fastest Growing Energy Sector- Investment U – October 3, 2011,
Renewable Energy Boom – The Week – 12/17/2013.

Tourism Trends

Nationally

- 78 % of all US Leisure Travelers Participate in Heritage / Cultural Activities

Nationally -Types of Activities-

Shopping	90 %
Restaurants	86 %
Visits to Historical Places	68 %
Visits to Cultural Heritage Sites	41 %
Visits to Small Towns	37 %

Vermont

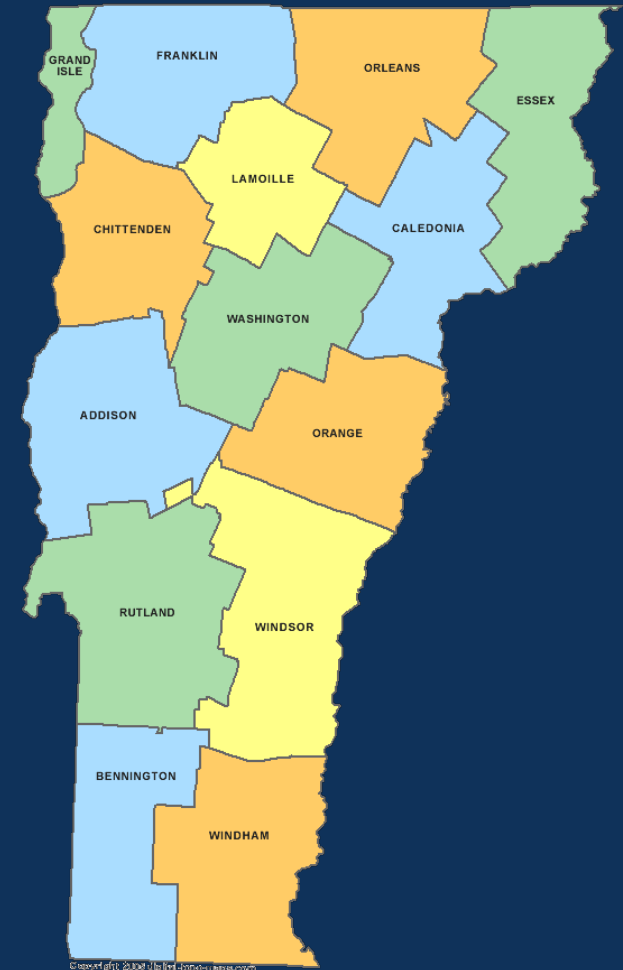
- 13.95 Million Visitors annually spend \$ 1.7 Billion on Goods and Services

Vermont Visitors Types of Activities-

Sight Seeing	72.8 %
Shopping	42.9 %
Visits to Museums	36.6 %
Visits to Farmer's Markets	34.8 %

Vermont Visitors How they Spend Money

Buy Vermont Products	58.4 %
Buy Fuel in VT	52.2 %
Dine Out	50.2 %
Buy Lift Tickets	5.8 %



US Department of Commerce- 2010 Cultural Heritage Report
 UVM 2011 Tourism Industry Fact Sheet
 UVM 2014 Tourism and Recreation Survey

Proctor Business One-on-One Interview Summary



- Town Offices buildings to Remain part of Downtown.
- More Connections with Library Land and Skating Park.
- Maintain The Marble Museum as an integral part of the Future Development of Downtown.
- College of St. Joseph's presence should be seen as an asset.
- Would like to see more housing, food & gas within the town limits.
- Proctor could be a "Festival Friendly" Community.
- Proctor should be seen as a Tourism Center.
- Brownfield study needs resolved for Museum sale.
- Proctor does not have the traffic flow to support a branch location- Rte. 3 has less than 3,000 vehicles per day.
- Focus on "Home Grown" businesses.



Marketing Analysis - Conclusions

Suggested Strategies for Proctor

- Appoint a Community Marketing Development Manager.
- Create a Community Alliance / Civic Organization to Plan and promote Civic Events.
- Partner with a Real Estate Agent to Promote and Market the Benefits of Proctor.
- Cater to Small Businesses to Support Residents.
- Bank - Post Office - Strong Schools - Medical Office Building.



Tourism Strategies TODAY

- Create and Promote 'Top 10 Things to See in Proctor'.
- Promote change in ownership of Marble Museum Opportunity for Increased Marketing.
- Provide tourist access to Falls and Quarry.
- Visitor's Kiosk with Information, brochures & Signage.
- Provide better way finding : Proctor Walking Tour.



Marketing Analysis – Conclusions

Embrace Proctor as A 'Residential Friendly' Community

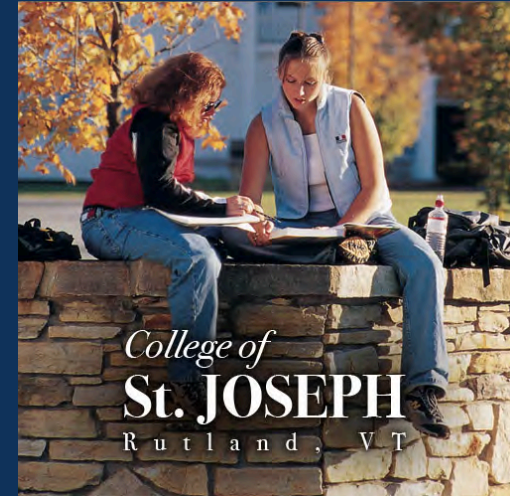
- Link the Rink – Falls – Museum – Quarry – Beaver Pond – Town Forest via Walking Trails & Signage.
- Identify & Market sites for Food Service and Retail
 - Coffee Shop
 - 7 day operation Restaurant
 - Franklin's
 - Convenience Store w/ Gas – Local Owner.
- Farmer's Market.
- Concerts / Events on the Green.
- Look at opportunities to add additional Residences to increase population/ tax base/ demographics.



Marketing Analysis – Conclusions

Business Strategies Now:

- Capitalize on College of St. Joseph Moving to town as a Stimulus.
- Create a community business alliance.
- Establish a Primary Care Physicians Office in Proctor.
- Market the Mill for Light Industrial Space – Vermont Made Products.
- Consider Opportunities for Agricultural use of land on West Road.
- Focus Marketing Efforts on Outsourcing Opportunities from 10 Largest Employees in Rutland County.
- Town Promotion via Town Website / Local Publications.
 - Promote Student Academics and Athletic Programs.
 - Civic Organizations
 - School Events



Start-Ups That Consistently show up on all Top 20 Lists:

- Senior Caregivers show up on every Start Up list Search.
- Second most common was a Bookkeeper or Accountant.
- Specialty Food Products- Saucy is an Example.
- Building Construction Especially Green Building Construction- Plumbing, HVAC, Misc. Metals Fabricator, Millwork Contractors.

5 Public Engagement Process



In August of 2014 a Public Visioning Day was held. Hosted by the Vermont Marble Museum, about 50 members of the community participated including representatives from the Town, College of St. Joseph, Marble Museum, business owners, and residents. The evening began with a presentation of the work completed to date including a review of existing conditions in the Village and a summary of the Market Analysis. After the presentation attendees broke up into work groups to provide input on specific topics:

Break Out Session 1

- Business Recruitment
- Use Of Mill
- College of St Joseph

Break Out Session 2

- Tourism
- 10 things to see in Proctor
- Proctor Vision 2025



The feedback gathered from the community was consolidated into three categories that can be found on the following pages:

- Village Core Development
- Use of the Mill (Marble Museum)
- Tourism and Marketing

The information gathered will be used to develop more focused strategies in the final business and commercial marketing plans.

Village Core Development

Vision 2025

**Cell Service Coverage

Get us self-sufficient again.

- Gas
- Groceries
- Bank
- Pharmacy
- Medical Care(Family Practice)

Elder care / transport

Bus Services (3 stops currently)

Open up zoning for housing

Restaurant – 7 days per week for lunch

Keep schools in the community

Bring people into the park – produce amenities to draw people, Public Play grounds, concerts in the park

Attract the Arts – Dance,

Fiber/ Internet Access

Access to technology

Technology/ Energy/ solar center

Outdoor performance space at the quarry

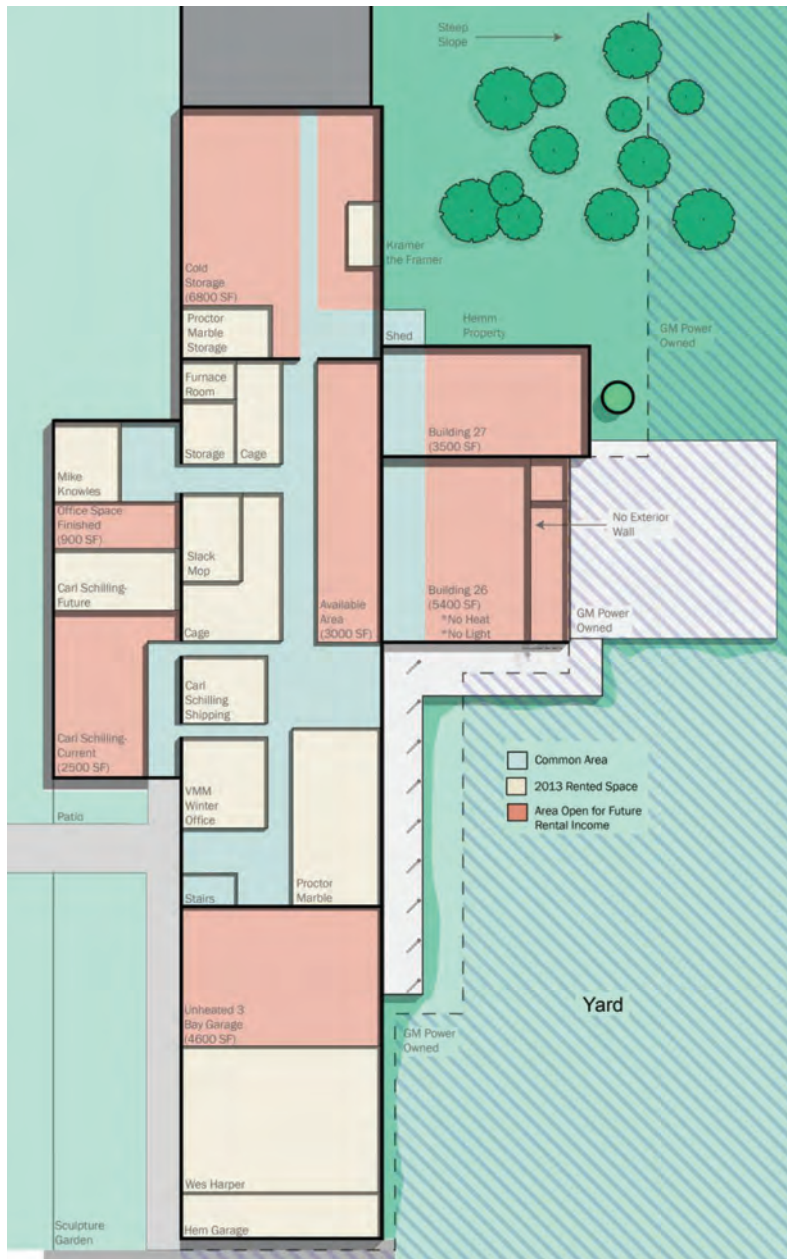
Renewable Energy Development

Sidewalks – Walkable community

To support CSJ

- Coffee Shop
- Wireless café
- Student Housing
- Xeroxing/ Printing services
- Mini-Staples – office supplies
- All night Diner – Friday night Karokee at Franklin's
- Pub!!
- Concerts on the green
- Small Gym





Use of The Mill

Tourism Uses

Market (promote) – Museum

Church wedding receptions

Tours of shops that are producing marble products – (experiential tourism)

Fanueil Hall stall set up – (lower level of Mill)

Retail Hub / Cluster – (pop up retail)

Train – annual event (possibly to kick-off the museum opening in the spring)

Business Uses

Farmer's Market / Grocery store

Café / Snacks – VT based

Store Downstairs

Telecom / Cell services – IT Available

Makers Space – Co-operative work space

Steam – Job + Arts

Open Space – View of Falls / access to falls

Light Manufacturing / Arts

Student Housing / Low Cost

Tourism and Marketing

General

Marble bridge and (historic) buildings
– “key assets”

Alliance with ski areas

Regional Alliance with Tourism

Article published in VT Magazine,
Yankee magazine

Brochure / Kiosk marketing

Would it be possible to have a display
at the VT Visitor Center

Experiential Marketing – involve
hands, eyes, ears; cooking, painting,
theatre, movie Spa? Retreat?

10 Things to Do

Museum (#7)

Marble bridge (#8)

Library – Historic – Like No Other

Beaver Pond Beach (#6)

Beach (Olympus Pool) (#5)

Skating rink

High Ledge – West Mountain

Falls – how do you get there

Redfield Proctor Home

Walk Around Tour

Marble Church – sidewalks

Bike Path – Rec path – Carr

Covered Bridge

Wilson Castle (#1)

Fish / canoe Otter Creek

Quarries (#3)

Hydro Plant

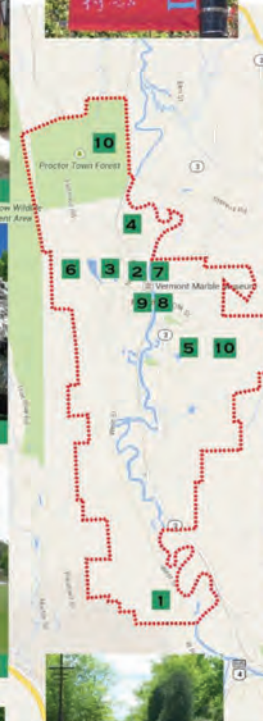
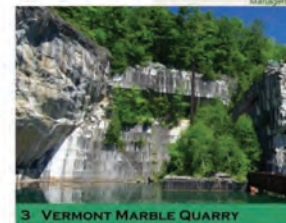
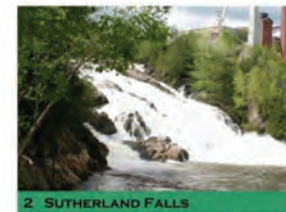
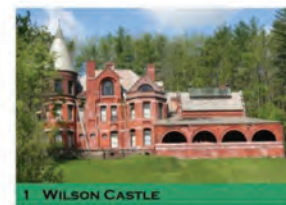
Trails – VAST Trail system

See the Stars – Coyotes Owl

Franklins?

West Street Market?

Concert on Green?



6 Village Development Plan

The College of St. Joseph moving to Proctor and the sale of the Marble Museum will both serve as catalysts to activate the Village Core. The vision for development in the Village is to create spaces and business opportunities that will complement the College and Marble Museum. The types of services that residents would like to see include restaurant choices, a pharmacy, a bank, a small market, access to healthcare and a small gas station or convenience store.

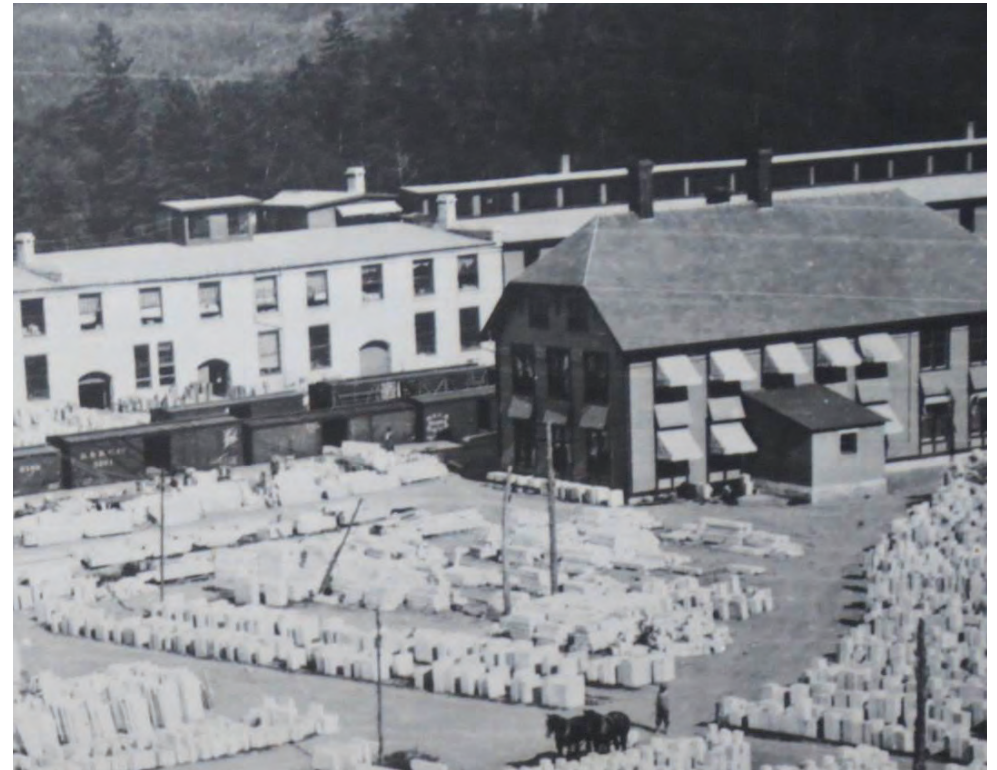
The challenge will be to create an environment that provides services to students, residents and tourists at an appropriate scale that allows the businesses to thrive financially. A second and equally important component will be to strengthen the layout and context of the historic Village. The vision is a redevelopment of the Marble Museum and former OMYA buildings along with 2 strategic infill projects.

The major components of the redevelopment are:

1. **The Marble Museum** - redevelop the lower level of the Marble Museum building into mixed use of light industrial, office and retail space. The plan also calls for a reopening of the café and allocates space for a farmers market.
2. **61 Main Street** - The College of St. Joseph has acquired the former OMYA Office Building that will serve as the home of their Physician's Assistant and Radiology Technician programs.

3. **39 Main Street** - The former OMYA Lab building will be split CSJ and the Town. The rear of the building will be used by CSJ and the front of the building will be the new home of the Proctor Town Offices.
4. **Reuse of Existing Town Offices** - This is the oldest surviving building in the Village. Long term use of the building needs to be finalized, but it has been suggested that this is a good location for both the historical society and possibly a Visitor's Center.

5. **60 Main Street Brownfield Site** - This is a little over 6 acre parcel that has frontage on Main Street. The vision is for development of a two smaller mixed use buildings with retail on the ground level and one or two floors of student housing above. This is a prominent location and development is important to both activate and strengthen the north end of Main Street. Before 1930, a building of similar size and massing occupied this site.



PRECEDENT IMAGE OF BROWNFIELD SITE INFILL



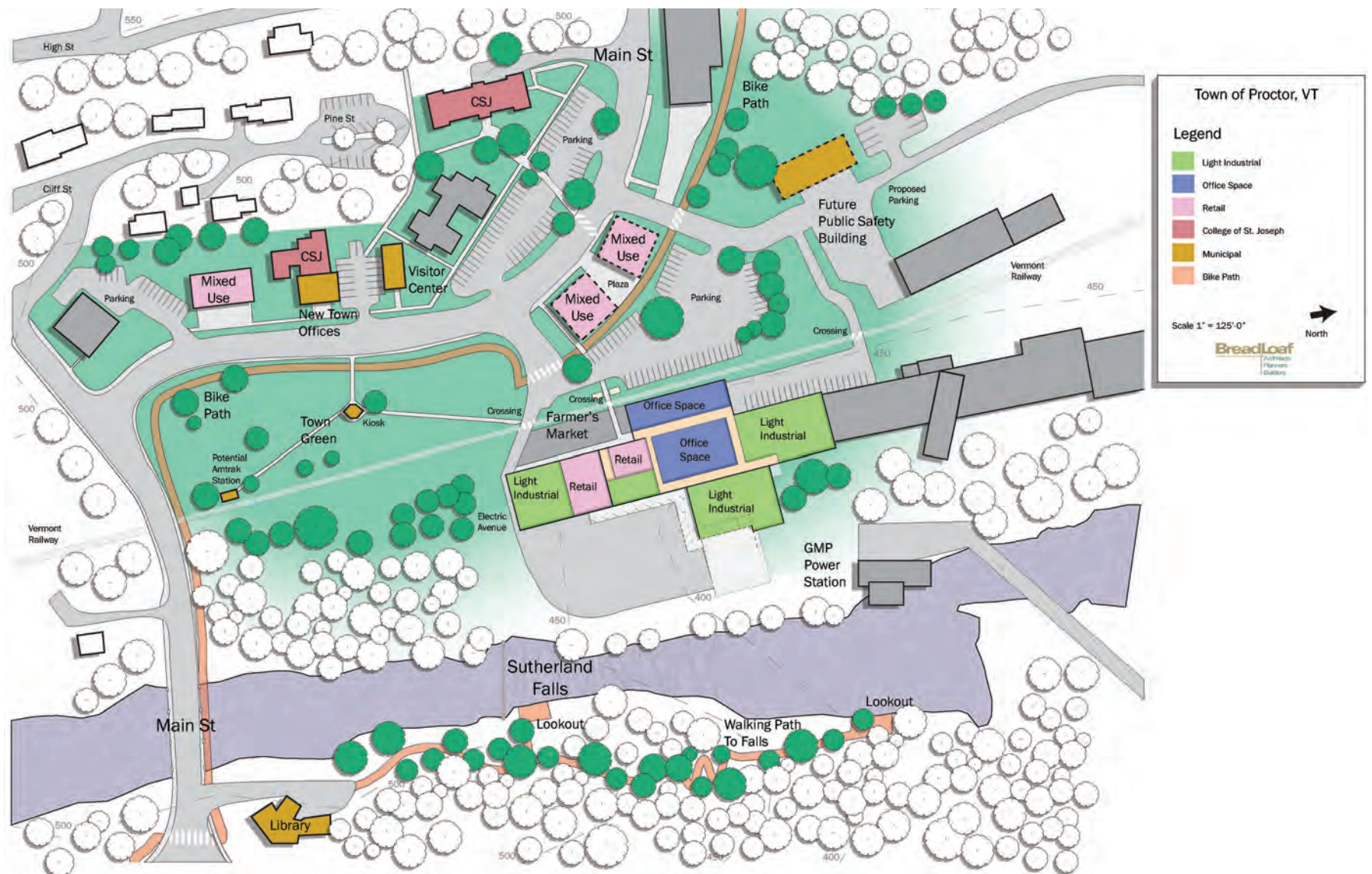
6. Rail Station - The plan includes a place holder for a rail station should AMTRACK decide to provide service between Rutland and Burlington. The location is at the SW corner of the Village Green. This is close to the historical location of the original rail station that was destroyed in the 1927 flood.

7. Bike Path - The town has obtained a planning grant for a bike path that will connect the skating rink, Village Green, Quarry, Beaver Pond and Town Forest. The path will strengthen recreation opportunities in town and help to activity the Village Core.

8. Access to the Falls - As the highest waterfall in the State of Vermont, Sutherland Falls could be a major tourist attraction. Views of the falls are limited from the west side of Otter Creek. The plan incorporates a walking path and outlooks from the Library along the east side of the river.

9. 33 Main Street, Fire Department - The long term plan is for the Fire Department to be relocated to the back of 60 Main Street (Brownfield Site) and 33 Main Street returned to a commercial property. The site is the location of two former prominent buildings in the Village – the Post Office Building which also housed a clothing store, dentist office, insurance company and dance hall, and the Town Hall which served as a basketball court, movie theatre and town meeting hall.

Other considerations: The Town needs to decide if it would like to see industrial development at the former mill. Initial feeling is that there is support for a light manufacturing facility that may involve increased truck traffic thru the village. The area is currently zoned industrial.



**Proctor Village
Village Development Plan**

BreadLoaf
Architects
Planners
Builders



Proctor Village
Village Development Plan
3D

BreadLoaf
Architects
Planners
Builders



Proctor Village
Aerial View

BreadLoaf
Architects
Planners
Builders



Proctor Village
Main Street View - Infill

BreadLoaf
Architects
Planners
Builders



Proctor Village
Main Street at Dusk

BreadLoaf
Architects
Planners
Builders

Action Items Moving Forward:

Year 1:

Appoint Community Marketing Director

Village Designation attained

Inventory Tax repealed

Planning work done for Bike Path

Relocation of Town Offices

Establish Business Outreach Program

Form a partnership with a residential real estate agent who will sell Proctor – not just homes

Plan two (2) block parties/concerts on the Green

Work with RRPC and PTV on Brownfield Cleanup and redevelopment of the VMM site

Additional community WI-FI hotspots

Years 2-4:

Bike Path Constructed

Footpath to falls planned and constructed

Partner found for development of mixed use on the Brownfield site

Plan additional sidewalk improvements to make sure that all residential neighborhoods are connected with the Village Core

Concerts on the Green transition into a monthly event

Plan relocation of Fire Department and commercial development of the existing Fire Department

Consider forming a small Chamber of Commerce or join a Regional Chamber of Commerce to strengthen business connections

Year 5 and Beyond:

Construct additional sidewalk improvements

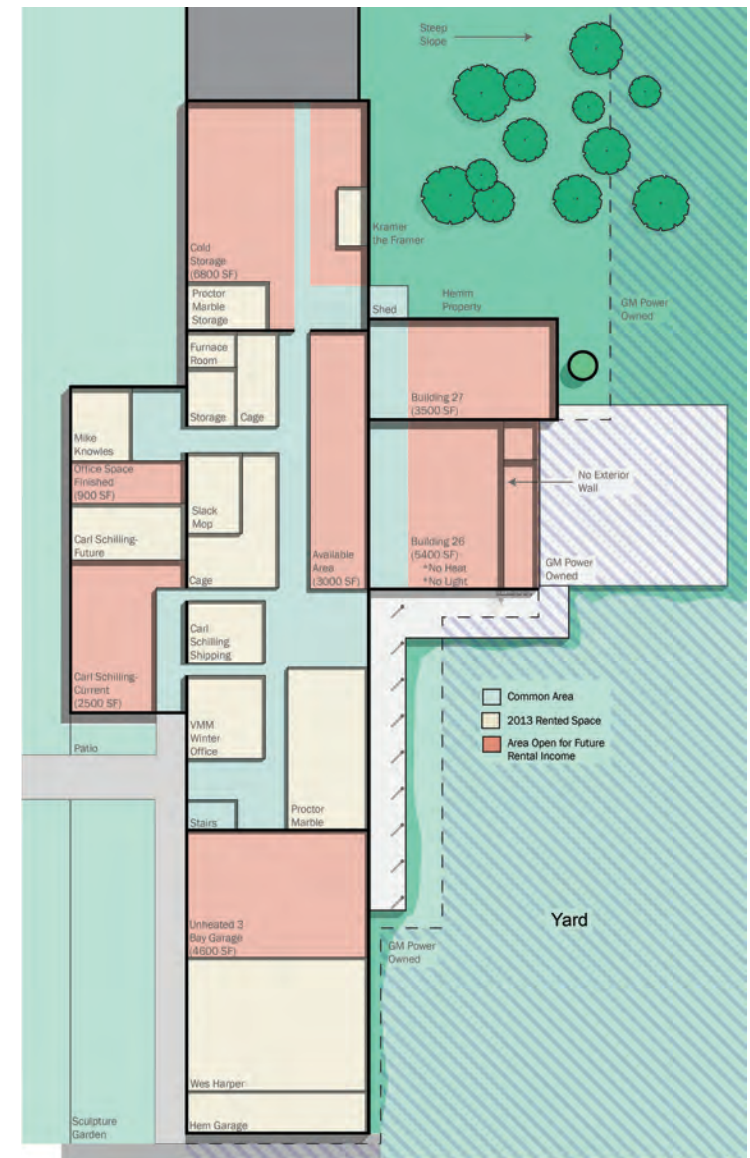
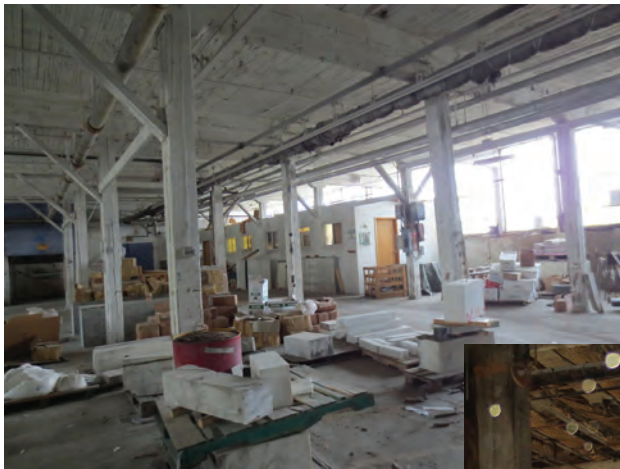
Fire Department relocated and existing site is developed as mixed use

Mixed use development is constructed on the Brownfield site

7 Marble Museum Business Plan

Existing Conditions

The first floor of the existing building is a mix of office space, storage, light industrial space and a disproportional amount of circulation space. The space has been built out and rented in an ad hoc fashion for current tenants Carl Shilling Stone, Wes Harper, Proctor Marble Company, Mike Knowles Carpentry, and Kramer the Framer. Approximately 26,000 sf is available for rent that ranges from finished office space to unfinished space with no heat, lights or power. The space is dry, though there is no thermal insulation in the building. There is no active sprinkler system and many life safety upgrades will be required to meet current code. There is also some asbestos that will need to be abated. A significant challenge is that GMP controls the land to within a few feet of the building to the south and east. There is an agreement with GMP for access to the loading dock on the east side of the building.

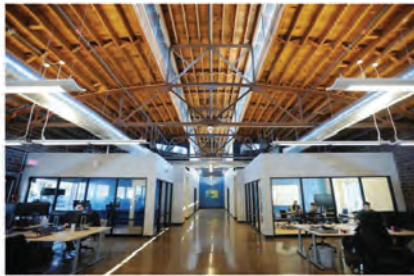


Vision for Development

The vision for development is a balanced mixed use approach that combines light industrial, office and retail space. The circulation space will be reconfigured and

consolidated to eliminate redundancy and maximize rented space. Public toilet rooms will be added to the lower level, and life safety improvements made

to increase the marketability of the space. It has also been considered too insulate the building to make it more appealing to prospective tenants.



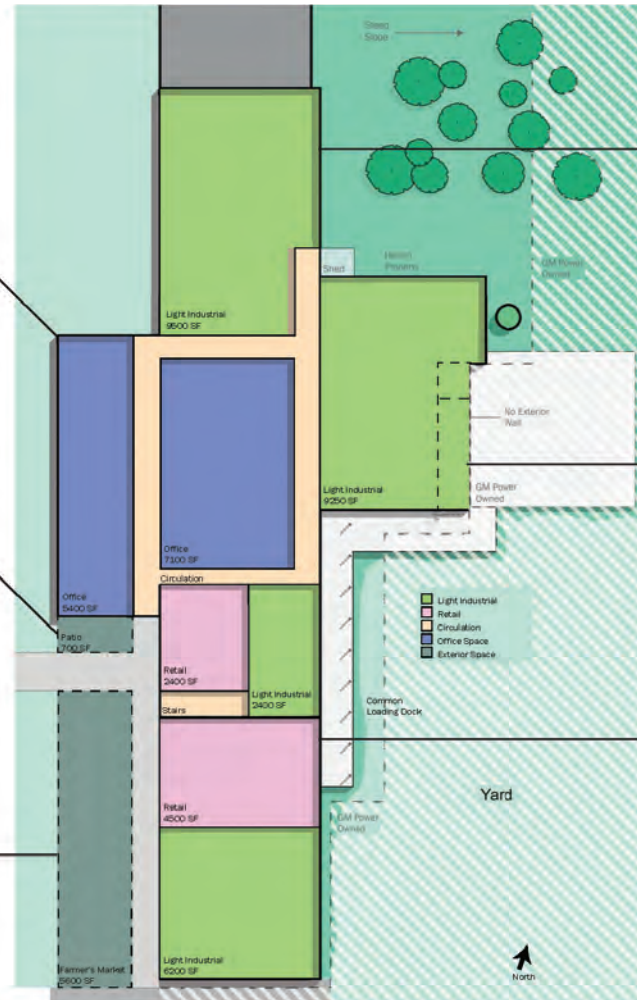
Office Space



Patio Area



Farmer's Market



Light Industrial Space (Maple Landmark)



Light Industrial Space (Simon Pearce)



Converted Industrial Space



Proposed Ownership

1. Marble Museum Building Purchased by the Preservation Trust in December 2015.
2. Building is "flipped" to the Marble Museum non-profit once they gain 501(c) 3 status.
3. Purchase price is \$480,000
 - \$225,000 in donations
 - \$175,000 loan from USDA
 - \$80,000 contributions from the Hemms

Long Term Capital Needs

1. Capital Improvements
 - Brownfield and Asbestos Cleanup \$200,000
 - Life Safety Improvements \$100,000
 - Deferred Maintenance:
 1. \$34,000/year for 5 years \$170,000
 2. Additional Long Term \$330,000
 - Total Capital Improvements Needs \$800,000
2. Inventory Purchases of \$183,000 per year for 3 years at 31% COGS. Equals an annual cost of \$56,000.
3. \$100,000 in additional Long Term Inventory needs.

General Assumptions

Liabilities

1. \$175,000 loan from USDA for purchase
2. Receive grants and tax credits for asbestos and Brownfield cleanup, and for fire safety improvements
3. Receive grants and tax credits for deferred maintenance and rehabilitation work
4. Receive grants for new museum exhibits
5. Complete inventory purchase over two years for \$56,800 each year. Purchase new inventory at \$100,000

Income

1. Increased museum visitation and gift shop sales
2. 10,000 sf rented in 2015 at \$3.50/sf
3. 10,000 sf additional rented each year through 2018



VERMONT MARBLE MUSEUM and BUILDING OPERATIONS 2015

	2015
INCOME	
Gross Gift Shop Sales CONSIGNMENT	90,000.00
Less Cost of Goods Consign	(27,900.00)
Subtotal	62,100.00
Gross WHOLESALE Sales	20,000.00
Less Cost of Goods	(12,400.00)
Subtotal	7,600.00
WEB Sales	18,000.00
Less Cost of Goods	(5,580.00)
Subtotal	12,420.00
Subtotal: Net proceeds from ALL SALES	82,120.00
OTHER INCOME:	
Café Sales	12,000.00
Less COG	(8,000.00)
Special Events Income	3,000.00
Less: COGS tbd by event	(1,800.00)
Event Rental	3,000.00
Museum Admissions	36,000.00
Misc. Revenue	
Fundraising/Donations	40,000.00
Rental Income	50,000.00
Grants	10,000.00
Total Other Income	144,200.00
TOTAL INCOME	226,320.00
EXPENSE	
Museum Admin/Building Mgmt/Gift Shop Payroll	73,000.00
Bookeeping/ PAYROLL SERVICE	4,000.00
Employers Payroll taxes	5,000.00
Electric	22,200.00
Water/Sewer	10,150.00
Heat	15,000.00
Property Taxes	19,930.00
Inventory and Equip taxes Proctor	500.00
Property Insurance	17,850.00
Elevator Inspections/Repairs	4,200.00
Museum Collection Insurance	1,775.00
VMM Ins. Incl Workers Comp	5,200.00
Advertising/Promotion	12,000.00
Postage/Shipping	1,400.00
Supplies	5,000.00
Travel	2,500.00
Credit Card Processing/Bank Fees	1,200.00

Telephone/Internet	2,400.00
Fees, Dues, Licenses	1,700.00
Website	2,500.00
Repairs/Maint/Casual Labor	4,200.00
Interest or Loan Repayment	12,000.00
Casul Labor/Contract Services	2,000.00
TOTAL EXPENSE	225,705.00
PROFIT (LOSS)	615.00
Capitol/Other Expenses:	
BROWNFIELDS/ASBESTOS ABATEMENT	\$200,000
FIRE/LIFE SAFETY (over 3 years)	\$75,000 - \$100,000
DEFERRED MAINTENANCE (annual - \$35,000)	\$400,000
INVENTORY PURCHASE (2015)	\$13,000
Potential Sources:	
EPA Grant - Pending	\$160,000
Required Match for EPA	\$40,000
Downtown Tax Credit Potential	\$25,000
CD Block Grant - EPA match, fire safety, deferred maintenance	\$225,000-\$250,000
VT DHP - Historic Buildings Grant (50% match)	\$20,000
Cultural Facilities Grant (50% match)	\$30,000
Vermont Community Foundation	?
Econ Dev Grant (BGS)	\$20,000

Action Items:

Year 1:

Museum purchased by the Preservation Trust of Vermont
Grant is obtained for asbestos and environmental abatement

Abatement is completed

Life safety improvements are made

Café is reopened year round

10,000 sf ranked

Years 2-4:

Farmer's market is established

Public Restrooms are installed on the lower level

Corridors on the lower level are reconfigured

Additional 5,000 sf ranked each year

Year 5 and Beyond:

Retail Space is created

Site improvements are completed to improve access
into the building

8 Funding Opportunities - Grants

Vermont Agency of Commerce and Community Development

- Community Development Block Grant Program
 - Accessibility Modification Grant
 - Implementation Grant
 - Planning Grant
 - Scattered Site Grant
- Historic Preservation Grant Program
- Certified Local Government Grant Program
- Vermont Employment Growth Incentive
- State Trade and Export Promotion Grant
- Brownfields Revitalization Fund

Vermont Department of Forests, Parks and Recreation

- Recreational Trails Program

Vermont Department of Environmental Conservation

- Brownfields Reuse Initiative
 - Technical Assistance Fund
 - Brownfields Revitalization Fund
 - Regional Assessment Program
 - Petroleum Cleanup Fund

Ben and Jerry's Foundation

- Community Action Team Grant Program
- Economic Justice Grant Program
- Vermont Capacity Building Grant program
- Grassroots Organizing for Social Change Grant Program

US Environmental Protection Agency Assessment Grants

- Revolving Loan Fund Grants
- Cleanup Grants
- Job training Grants
- Area-Wide Planning Grants
- EPA Targeted Assessments

National Park Service

- Historic Preservation Fund Grants
 - Certified Local Government Program
 - Historic Preservation Planning Program
 - State Historic Preservation Program – Pass thru to Local Projects

US Department of Agriculture – Rural Development

Business and Cooperative Grant Assistance

- Repowering Assistance Program (Section 9004)
- Rural Business Enterprise Grant (RBEG Program)
- Rural Energy for America Program Grants/ Energy Audit and Renewable Energy Development Assist (REAP/EA/REDA) Section 9007
- Rural Energy for America Program Grants Renewable Energy Systems/Energy Efficiency Improvement Program (REAP/RES/EEI) Section 9007
- Rural Economic Development Loan And Grant (REDLG)

Housing and Community Facilities Grant Assistance

- Housing Preservation Grants
- Community Facilities Grants
- Rural Community Development Initiative

9 Commercial Marketing Plan

Proctor Commercial Marketing Plan



Proctor Points of Interest

10 Things to do in Proctor

Vermont Marble Museum



The Vermont Marble Company was founded in 1880 by businessman and politician Redfield Proctor, who served as the company's first president. Marble was quarried from several locations in the town of Proctor, then called Sutherland Falls, and the surrounding communities of Rutland, West Rutland and Danby.

As railroads arrived in Rutland and Proctor, the Vermont Marble company became one of the largest producers of marble in the world. The company contributed marble

to the USS Arizona Memorial, West Virginia state capital, Washington Monument, United States Supreme Court building, Arlington National Cemetery, and Yale University's Beinecke Rare Book and Manuscript Library. The surrounding town was named after Redfield Proctor and became a company town.

The exhibit offers self-guided tours focusing on the company's history; the geology of marble and other local stones; and the uses of marble in art, architecture, and industry. A short video narrates the history of the Vermont Marble Company, and historical photographs of VMC workers quarrying, carving, and shipping Vermont marble are displayed throughout the exhibit. Several geologic exhibits, including an artificial cave and a preserved triceratops skeleton are also on display.

A display containing large slabs of decorative stone, including the local Danby white and deep green verde antique. This display also includes local granites and imported marbles. Numerous sculptures, including busts of nearly all the U.S. presidents, The Last Supper, and other works are scattered throughout the museum. An artists' studio allows visitors to watch carving demonstrations and ask questions of local sculptors. The architectural uses of marble are displayed in a small chapel and a modern kitchen and bathroom surfaced in stone.



Proctor Free Library

The Proctor Free Library was organized in 1881 when Proctor was known as "Sutherland Falls". Former president of the Vermont Marble Company and patriarch of four generations of governors, Redfield Proctor, started and nurtured Proctor's first library.



The Library had a modest beginning in an upstairs room over the Monumental Shop. Senator Redfield Proctor provided the first books and matched funds provided from other sources. A few years later new quarters were found over the Cooperative Store, and in 1891, moved to the building currently housing the Municipal Offices. In 1913 the Library moved to its present home. Mrs. Emily Dutton Proctor, widow, of Senator Redfield Proctor, provided the funds for the building as a memorial to her daughter Arabella Proctor Holden.



The Marble Bridge

Proctor, Vermont is home to the marble bridge, a structure built in 1915 of reinforced concrete and marble. The bridge stands as a memorial to Fletcher D. Proctor, given by his mother Emily Dutton Proctor. This marble bridge replaced three previous covered bridges that spanned the Otter Creek. Located in Proctor is the Vermont Marble Company (owned by the Proctor family; this was a company town).

Wilson Castle

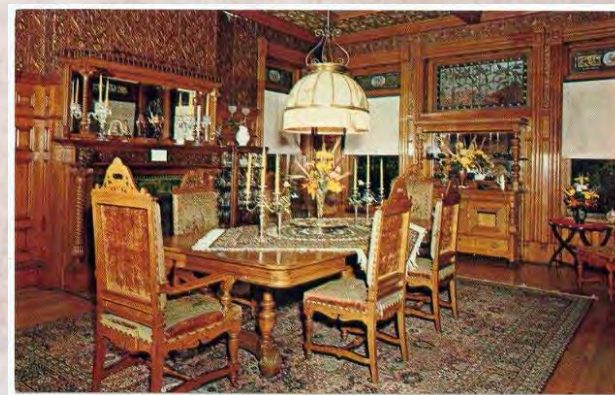


Wilson Castle is a nineteenth-century estate located at Proctor in the U.S. state of Vermont. The house was built in 1867 in a mix of nineteenth-century architectural styles including Dutch neo-renaissance, Scottish baronial, Queen Anne, and Romanesque Revival. It is now operated as a house museum and is open late May until late October for an admission fee.

The house was built by Vermont-born John Johnson, a physician, and his English wife. Planning and construction of the house lasted for nearly eight years, and cost \$1,300,000.

Johnson met his wife in England while studying medicine, and he employed at least two English architects in the design of the house and its eighteen outbuildings. The Johnsons remained in the house only briefly. The castle was repossessed when Mrs. Johnson died, and Dr. Johnson was unable to afford taxes or maintenance. Antiques and valuables were auctioned off or taken by unpaid employees and locals began to call the castle "Johnson's Folly."

From the 1880s until 1939, the property changed hands four times. In 1939, Herbert Lee Wilson, a pioneer in the AM radio field, purchased the estate and created radio station WHWB-AM in its stable. Wilson joined the United States Army Signal Corps during the Second World War, and retired in the 1950s with the rank of Colonel. He died in 1981 and left the estate to his daughter, who died in 2009. Five generations of the Wilson family have lived at the house since 1939.



Proctor Cemetery



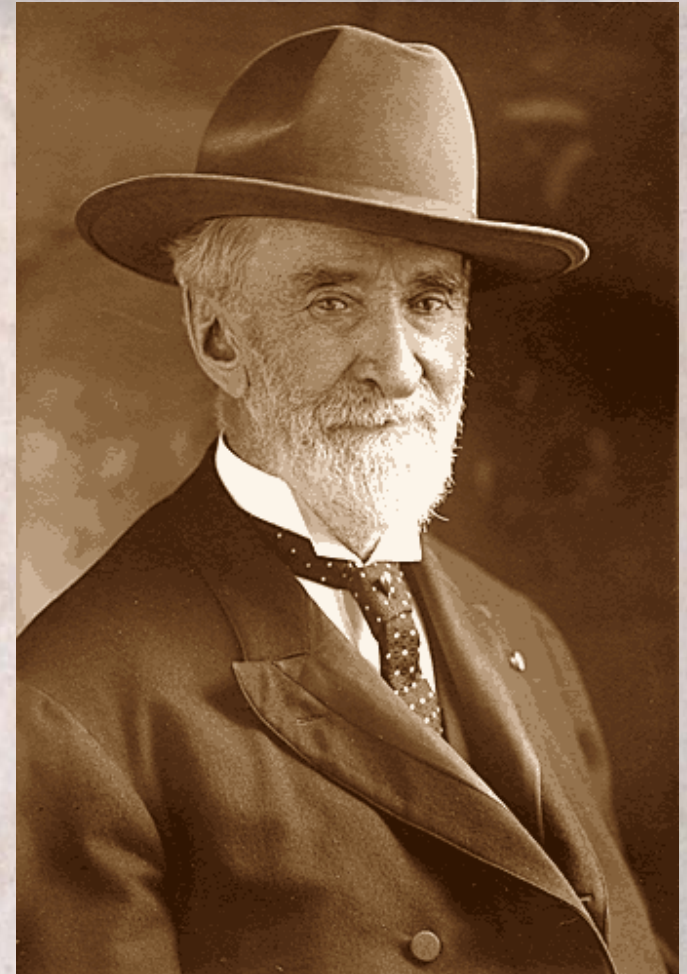
No visit to Proctor would be complete without seeing the many unique and one of a kind cemetery gravestones. As Proctor was home to the worlds greatest stone cutters the gravestones of Proctors cemeteries are a must see when visiting.



Redfield Proctor Home

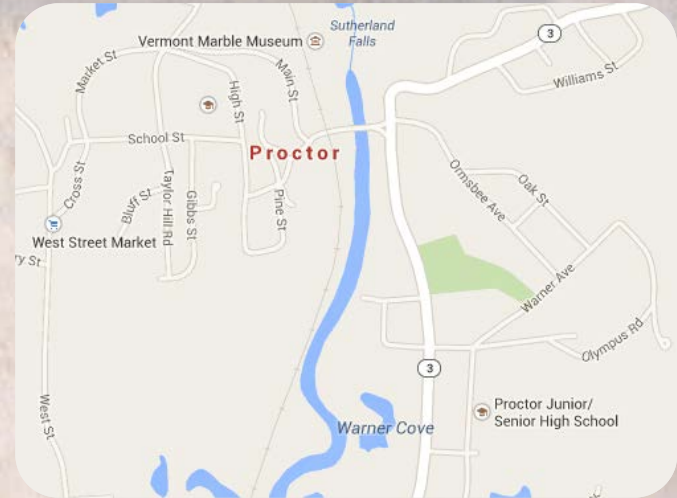
Located on - The Hill - in Proctor, this magnificent 8 bedroom / 10 bath Brick Colonial Revival was built in grand manner in 1915 by Redfield Proctor, Jr. This lovely estate is among the most impressive examples of architectural style and surely among Vermont's most stately homes.

Living areas authentically restored. Setting well back on a circular driveway amidst an expansive 5± acre manicured lawn with mature landscaping, the exterior features handsome brick facades, monumental pilasters, marble sills, flat arches with keystones, two large screened and windowed porches on one end, balanced with a porte-cochere on the other. A marvelous and historic home!



Downtown Proctor

Proctor is uniquely situated along a north-south valley of the Otter Creek, making it one of the most picturesque towns in Rutland County. Our vast marble and sand deposits, the proximity to the “Great Falls” of Otter Creek and the rail lines are among the primary reasons Redfield Proctor, Sr. formed the Vermont Marble Company here in 1880. Six years later, the settlement of Sutherland Falls was recognized as the Town of Proctor by the Vermont State Legislature.



Our legacy as the former center of the global marble industry forms the basis for the cultural experience of Proctor today. We are home to the Fletcher Proctor Memorial Bridge, the Vermont Marble Museum, and the Wilson Castle. Visitors continue to admire our unique marble sidewalks and buildings.

Proctor’s well-regarded local school system, active community groups, and abundant historical, cultural, and recreational opportunities make it a compelling place for our 1,900 residents and for visitors to explore.

Hydroelectric Plant

The Vermont Marble Company came into being in 1880 under the leadership of Redfield Proctor, who consolidated several local marble companies including the Sutherland Falls Marble Company, which was based near the falls of the Otter Creek in what is now the Village of Proctor.

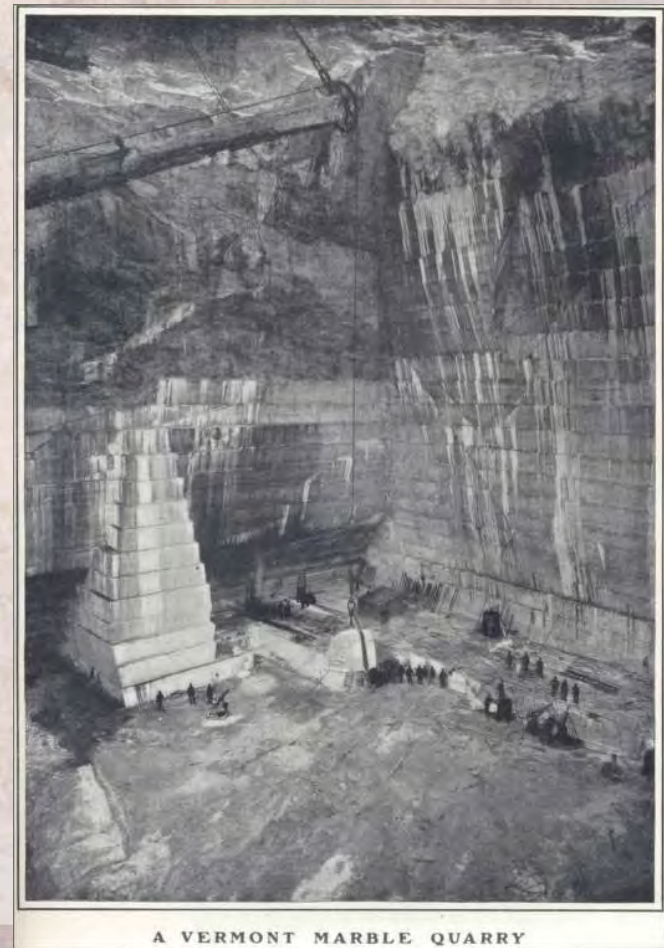


By the turn of the 20th century, the Vermont Marble Company sought to derive more power from the falls of Otter Creek, and in 1904 built the Proctor Hydroelectric Station. That station is licensed by the Federal Energy Regulatory Commission (FERC), which opens the owners of the hydroelectric plant to Federal environmental review.

Marble Quarries



In the early 19th century, small high-quality marble deposits were discovered in Rutland, and in the 1830s a large deposit of nearly solid marble of high quality was found in what is now West Rutland. By the 1840s small firms had begun operations, but marble quarries only became profitable when the railroad came to Rutland in 1851. At the same time, the famous quarries of Carrara in Tuscany, Italy, became largely unworkable because of their extreme depth, and Rutland quickly became one of the leading producers of marble in the world.



A VERMONT MARBLE QUARRY

Snowmobile Trails (VAST)



Since 1967, Vermont has been opening the doors to winters' wonders with a remarkable trail system that now totals over 5,000 miles. With today's modern comfortable sleds, it's easier than ever to experience the thrill of zipping along winding trails, take 200-mile day trips or multi-day tours, or take in ride-ins full of country flavor.

Vermont makes it easy to go snowmobiling. We set the standard for well-marked trails, readable maps, easy access to fuel stops, food and accommodations. Our many

Convenient trailheads mean snowmobilers can hook up to trails anywhere in the state. And all it takes to snowmobile is a simple trail pass and a valid state registration. Or simply take a guided tour from one of Vermont's many snowmobile tour operators.

You'll find the best-groomed trails the snow allows. The Vermont Association of Snow Travelers (VAST), together with local clubs, maintains Vermont's trail network with over 120 groomers to assure smooth riding. And when you hit the trail, you'll find VAST's 128 community-based clubs hold friendly events every weekend all winter long, from pancake breakfasts and chicken barbecues to spaghetti dinners, charity rides, radar runs and snocross races.

So, come and experience the magic of our winter highways. Once you do, you'll wish you could disappear on them forever.



Social Media

Tweets

Following

Followers

Favorites

Lists

Tweet to Town of Proctor, VT

@ProctorVT



View all photos and videos

Who to follow · Refresh · View all

Castleton, VT | @CastletonVT
Followed by Rutland, VT and others
Follow

Town of Rutland, VT | @RutlandVT
Followed by Poultney, VT and others
Follow

Browse categories · Find friends

Trends · Change

#townmeeting



Town of Proctor, VT

@ProctorVT

The Marble Capitol of the World!!
Proctor, VT– <http://www.proctorvermont.com>

2,400
TWEETS

1,757
FOLLOWING

6,978
FOLLOWERS



Following

Tweets



Town of Proctor, VT @ProctorVT 3m
The Selectboard will be meeting this Monday
[View conversation](#)



Town of Proctor, VT @ProctorVT 2d
The Proctor Public Library will be hosting an open reading with local VT authors on October 14th
Expand



Castleton, VT @CastletonVT 2d
Castleton Spartans Football will be hosting Norwich this Saturday at the Spartan Athletic Complex #SpartanPride
Retweeted by Town of Proctor, VT



Town of Proctor, VT @ProctorVT 1w
Reminder! Property taxes are due October 17th
[View conversation](#)



Town of Proctor, VT @ProctorVT 1w
@ProctorPhantoms Congrats to the boys basketball team for making it to the state semi-finals! #Phantoms



Timeline About Photos Friends 458 More ▾

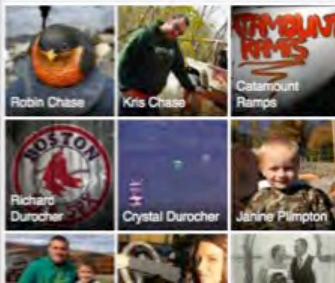
ABOUT

- 5,278 Likes
- Rutland County, VT
- Population : 1900
- 802-459-3333
- <http://proctorvermont.com>

PHOTOS · 379



FRIENDS



Status Photo / Video Life Event

What's on your mind?

Town of Proctor, VT
September 4 · 🌐

The foliage at the Marble Bridge is in full swing! Make sure to visit our historic bridge for some breathtaking photos on your travels through VT!

Like · Comment · Share

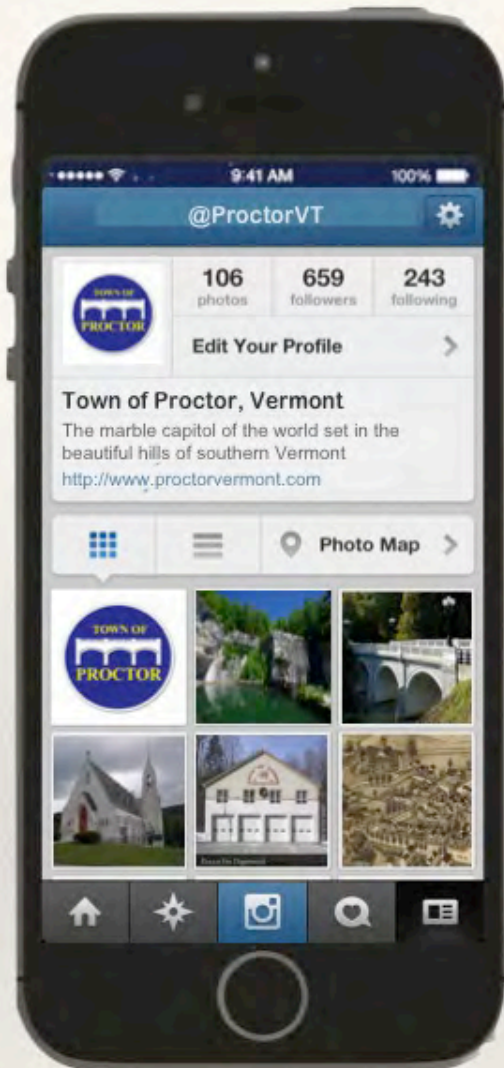
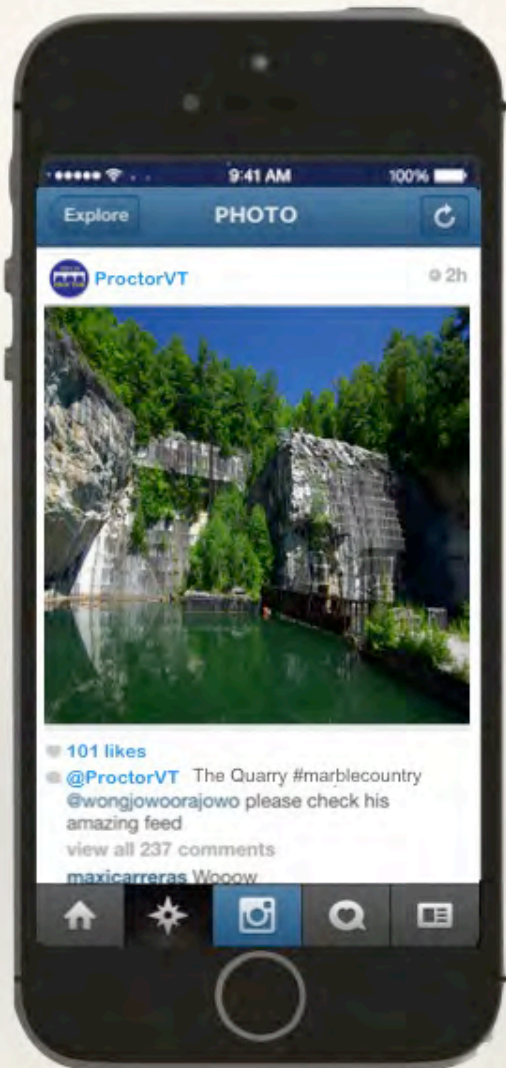
👍 Myles Ellison, Rebecca E. Whitney, Eric Durocher and 4 others like this.

Corey Nystrom We just came to Proctor on our trip to Vermont and the foliage in the town and around the bridge is absolutely amazing!

Write a comment... 📷 😊

Town of Proctor, VT
August 14 · 🌐





Potential Proctor Marketing Locations

VISIT PROCTOR VERMONT AND STAY A WHILE.

YOU WILL FIND OUR FRIENDSHIP AS HARD AS MARBLE.

College of St. Joseph

Proctor, Vermont hosts the latest in medical training facilities. The next generation of Physician Assistants are graduating from College of St. Joseph. Why don't you make CSJ your "go to" destination for secondary and post-secondary education



The only place in Vermont to see if you can only see one place.....

www.proctorvermont.com

Visit us on:

facebook

twitter

Instagram

THE MARBLE COMPANY BUILT PROCTOR VERMONT, NOW
WE'RE BUILDING A NEW FUTURE....

YOU WILL FIND OUR FRIENDSHIP AS HARD AS MARBLE.

Marble Building

Visit Proctor, Vermont and see the Worlds Largest Marble Exhibit. Come to the Vermont Marble Museum. While visiting consider our economical, clean and modern industrial and commercial space in the first floor of the Marble Building. Visit us and stay a lifetime!!



The only place in Vermont to see if you can only see one place.....

www.proctorvermont.com

Visit us on:



**THE MARBLE COMPANY BUILT PROCTOR VERMONT,
AND NOW WE'RE BUILDING A PROSPEROUS FUTURE**

YOU WILL FIND OUR FRIENDSHIP AS HARD AS MARBLE.

Fire Station

Serving Proctor, Vermont proudly since 1898 the Proctor Fire Station is now being repurposed as an industrial and commercial center. Have your business in the custom made Marble Fire House. This is why Proctor, Vermont is different. We are not just another town.




The only place in Vermont to see if you can only see one place.....

www.proctorvermont.com

Visit us on:

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 **Instagram**

VISIT PROCTOR VERMONT AND STAY A WHILE.
YOU WILL FIND OUR FRIENDSHIP AS HARD AS MARBLE.

Proctor's Concerts on the Green

Wednesday evenings at 6pm become special in Proctor, Vermont. Whether it be the Vermont Symphony Orchestra, Stockwell Brothers Band or Kurn Hattin Choir. Come and enjoy a free a fun evening under the sky at the Proctor Common. (Remember your lawn chair and come for a good time).



The only place in Vermont to see if you can only see one place.....

www.proctorvermont.com

Visit us on:



VISIT PROCTOR VERMONT AND STAY A WHILE.
YOU WILL FIND OUR FRIENDSHIP AS HARD AS MARBLE.

Rehabbing the Brownfields

Some people run the other way when they hear of a Brownfields site. Not Proctor, Vermont. We spend our effort and clean up the site. We are taking property and expanding, redeveloping, and reusing areas others would shy from. That is why Proctor, Vermont is different and why it should be your town.

The only place in Vermont to see if you can only see one place.....

www.proctorvermont.com

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