

Economic Restructuring & Physical Improvement Plan



Big Stone Gap, Virginia

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In association with:



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1.0 Introduction

Background and Purpose

Big Stone Gap is located in Wise County in the far southwestern corner of Virginia. Nestled in the Appalachian Mountains, Big Stone Gap's early history includes Native Americans and early Pioneer settlers. Ultimately, the community was the settlement location of the industrialists who developed the nearby coalfields region. Big Stone Gap and Powell Valley never quite became the "Pittsburgh of the South", but its early history did set it on the path to being the largest and most culturally diverse communities in the Coalfields. While holding much in common with nearby mountain towns, Big Stone Gap is also quite distinct.

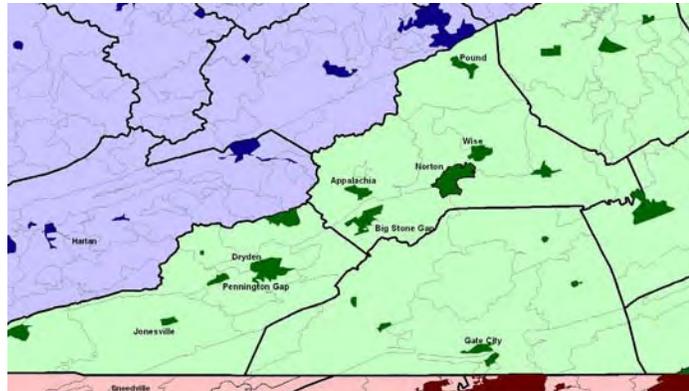


Figure 1: Big Stone Gap Region.

Established on the banks of the Powell River, Big Stone Gap is perhaps better known for being on the "Trail of the Lonesome Pine". Hometown son, John Fox Jr. was the author of this best-selling novel-turned-play, and his life and work are well honored in Big Stone Gap. A strong sense of culture and success has continued to flourish in this rural mountain town, as a number of its native children have become nationally recognized for their writing, acting and athletic achievements. Due in part to this cultural heritage, Big Stone Gap has chiseled out a unique tourism niche. Several cultural destinations have been established in the area, drawing visitors to places such as the Trail of the Lonesome Pine outdoor drama, the Southwest Virginia Museum, and the John Fox Jr. Museum, just to name a few.

Despite its differences, Big Stone Gap has not been immune to the economic challenges that have characterized this region, and its downtown has experienced a certain level of decline and blight. Fortunately, town leaders and community stakeholders have been diligent in pursuing grant projects and completing plans for the community and downtown, including:

- Greenbelt and park system;
- Downtown Master Plan completed in December of 1997;
- Physical improvements completed along Wood Avenue and 5th pursuant to Master Plan;
- Recent community project and improvements to Miner Park including statue, bandstand, walkways, and street furniture;
- Gap Partnership formation;
- Wellness Center initiative.

More recently, the Town of Big Stone Gap and its citizens have been working on the multi-phased process for downtown revitalization. The effort began with a community wide

project to document buildings, evaluate businesses, conduct customer surveys, and hold public meetings to discuss the future of downtown. This process, in cooperation with the Virginia Department of Housing and Community Development (DHCD), culminated in a unified vision statement for downtown. This vision statement provided the foundation for, and guided the current planning phase and the drafting of this master plan document. Each recommendation in this plan is geared towards helping the community realize its vision for revitalization:

“The Town of Big Stone Gap is building a dynamic future from its solid foundation of small town values, cultural richness and natural beauty.

With an expanded base in regional business and tourism markets, our downtown will offer a visually appealing atmosphere, with quality restaurants, venues & shopping, engaging & diverse recreational activities, easy pedestrian access and efficient traffic flow.

Our Town government and our business community will work together to leverage needed capital investment and communicate consistent marketing messages that will bring new residents, businesses, tourists, and shoppers to our community.”

Report Format

This report is designed to present the findings of the planning process in a brief and easy to understand format, including:

- A comprehensive **retail market analysis** that defines the local market base, helps understand current market realities, and presents specific opportunities for business support and recruitment that better meets the needs of the market.
- A **demographic and market segmentation study** that analyzes the makeup of Big Stone Gap’s local trade areas, determining consumer needs and target markets.
- A **housing study** that looks at housing trends and projected demand in Big Stone Gap’s trade areas by tenure, price point, and housing type.
- **Master Plan recommendations** that distills all of the economic and physical improvement background information into a long-range master plan, including:
 - **Economic Restructuring Plan** recommendations that outline the strategic tasks necessary to build a solid economic base for Big Stone Gap including business development, recruitment, and an expanded customer base.
 - **Physical Improvement Plan** recommendations detailing the capital projects such as key initiatives, streetscape, parking, recreation enhancements, and façade improvements necessary for downtown revitalization.

These recommendations are summarized in a “Strategy Board” distilling all of the recommendations of the study on a one-sheet document as short, medium and long-term tasks.

2.0 Market Analysis

This chapter presents the findings of the comprehensive retail market analysis for the Town of Big Stone Gap. The market definition section of this report provides a glimpse into the geography of Big Stone Gap's existing customer base, and the individual market studies present specific business recruitment and development opportunities. Ultimately, the data shown here will be used to develop specific marketing and economic development strategies that make up the framework of the Economic Restructuring Plan, while also informing some of the recommendations of the Physical Improvement Plan.

Our methodology is designed to provide a snapshot of retail trade patterns in the community. Because it is a snapshot of Big Stone Gap as a whole, this study does not necessarily reflect the exact trade patterns that each individual business might see through the course of the year. It should not substitute for thorough market research for any *specific* business. For instance, a downtown pharmacy would likely have distinct overall market characteristics different from a restaurant at the Powell Valley Square Shopping Center. The information provided does however offer insight into the overall patterns, retail trade areas, and visitor traffic for Big Stone Gap as a whole. It will become valuable to the various agencies conducting economic development activities in the community including the Town of Big Stone Gap, the Gap Partnership, key tourist destinations, as well as individual merchants and property owners.

2.1 Market Definition

The market analysis will establish the true geography of the retail trade area for Big Stone Gap. This data is critical to the remainder of the market study and lays the groundwork for the subsequent leakage and shares analyses. It is important that the market analysis reflect the consumer habits and shopping patterns of Big Stone Gap's primary and secondary trade areas, rather than arbitrary study areas such as political boundaries and drive time scenarios.

Our methodology begins with a zip code survey of customers and will determine both a primary and secondary trade area representing the market base relevant to Big Stone Gap and its downtown. It will also establish Big Stone Gap's place in the regional market, how deep its penetration is into more urban communities such as Kingsport, as well as how it relates to nearby competitive markets such as the Wise/Norton retail center. Finally, it will provide information related to the visitor market in Big Stone Gap, a key market in a community with numerous tourist destinations. By understanding the geographic characteristics of the market more clearly, sound marketing recommendations can be made that strengthens the local market while also cultivating new markets.

An equally important purpose of performing the zip code survey is that it engages local business owners in the process. Stakeholder involvement is critical to the success of any revitalization effort. We have found that their participation not only leads towards a stronger plan and support for its recommendations, but also helps to educate these merchants in the benefits of tracking their customers. By learning a simple method of tracking customers, a

local shop owner can monitor changes over time and help make the critical decisions of how and where to spend their limited marketing resources.

Survey Participation

During the week of November 19th through November 27th, 2008, twenty-six Big Stone Gap businesses tallied the resident zip codes of their customers. Participating businesses included a variety of retail, restaurant, service businesses, and tourist destinations. During the one-week period, each business was provided with a form to record zip codes and asked to keep a log of its customers. Each business recorded all customers through the end of the week or 200 customers; whichever came first. Typically, the primary local zip code includes the community's municipal limits as well as unincorporated areas outside of town. Therefore, in an effort to further define this geography, customers residing in the 24219 zip were asked whether they lived inside or outside of Big Stone Gap's Town limits.

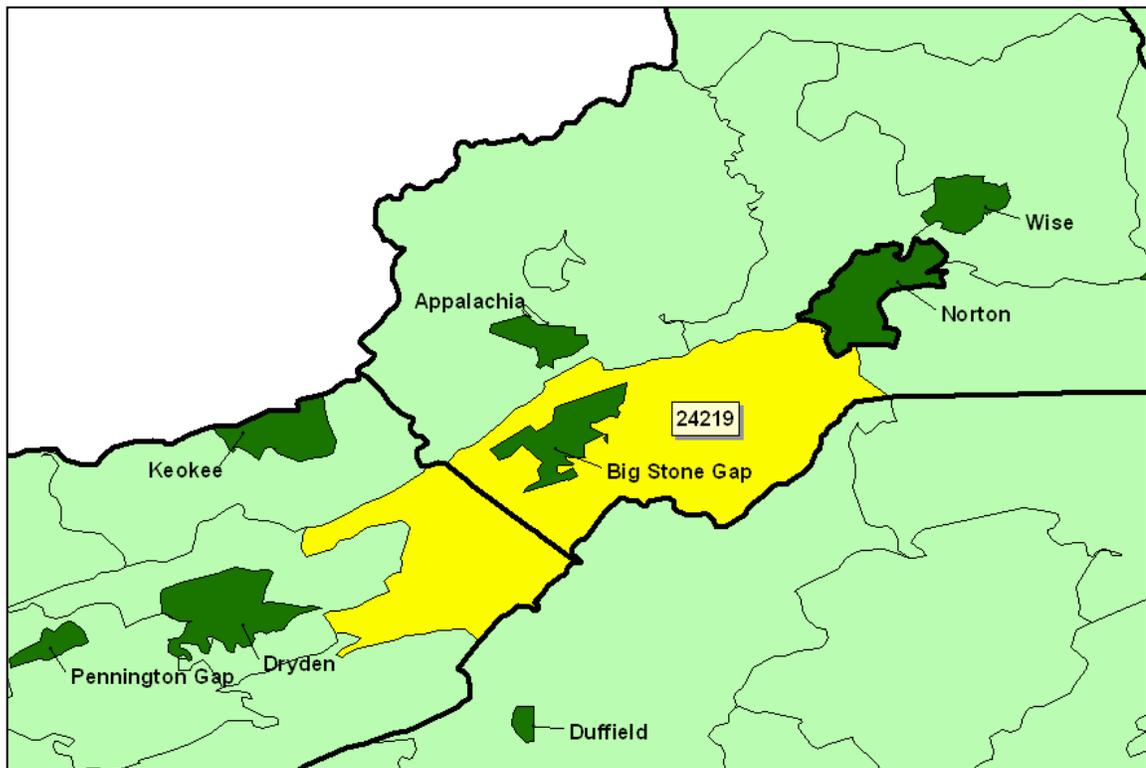


Figure 2: Big Stone Gap and 24219 zip code.

A sample of the survey instrument is shown below. The eight most common regional zip codes are listed in columns, with a final column reserved for customers from outside the region.

Zip Code Survey of Customers
BIG STONE GAP, VA

November 19th - 25th

Business Name _____

1 - Please record the **residence zip code** of customers in the space below.
 2 - Stop if you complete 200 zip code records, or November 25th, whichever comes first.
 3 - Record **only one customer** per individual numbered row.
*****If resident lives in 24219 ask if they live IN or OUT of the TOWN OF BIG STONE GAP**

Cust. No.	Big Stone Gap		Duffield	Appalachia	Dryden	Keokee	Norton	Wise	Dungannon	Other Zips
	24219 IN	24219 OUT	24244	24216	24243	24265	24273	24293	24245	Please record the 5 digit zip code.
1	<input type="checkbox"/>									
2	<input type="checkbox"/>									
3	<input type="checkbox"/>									
4	<input type="checkbox"/>									
5	<input type="checkbox"/>									
6	<input type="checkbox"/>									
7	<input type="checkbox"/>									
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Figure 3: Zip Code Survey Instrument. Arnett Muldrow & Associates.

Zip Code Survey Results

- The zip code survey was held the week of November 19th through November 27th, 2008. This was the week before Thanksgiving and was selected primarily due to the timing of the master plan process. Ultimately, the purpose of the survey is to establish the **local trade areas**, which will not change regardless of what time of year the survey is taken. More will be discussed about this later.
- The 26 businesses that participated represented a mix of retail, restaurant, service, and tourist uses, including:
 - Real Estate
 - Restaurant
 - Jewelry
 - Lodging
 - Pharmacy
 - Sporting
 - Antiques
 - Building Supply
 - Apparel
 - Grocery
 - General Merchandise
 - Florist & Gift
 - Auto Parts
 - Electronics
 - Tourism
 - Books
 - Specialty Retail
 - Hardware

- Of the 26 businesses participating,
 - 21 were within the “Downtown” core of Big Stone Gap
 - 5 were outside of Downtown
 - 18 were local or service oriented businesses
 - 8 were “destination” businesses (Lonesome Pine, lodging, restaurants, etc.)

This gave us two different sets of data to compare. In Downtown vs. Out of Downtown, and Local oriented businesses vs. Destination businesses.

- 2160 individual customer visits were recorded during the survey week.
- These customers were from 127 unique zip codes.
- 27 separate states including Virginia were represented (AR, NJ, NY, PA, DE, MD, WV, NC, SC, GA, FL, MS, TN, KY, OH, IN, MI, IL, MO, MT, KS, NE, LA, TX, CO, CA)

The two tables below show the results of the zip code survey as compared to peer communities in which we have performed similar analyses. They present a comparison of total unique visitors from different zip codes, and different states. While this comparison is somewhat unscientific due to the fact that the other communities may have had a different number of businesses participate, it still gives a fair comparison of the overall markets. In general, communities that have a broad visitor market are shown to the left on the charts, and those with a stronger local market base are shown to the right.

One thing that is very important to note. In Big Stone Gap, the survey was conducted the week before Thanksgiving, which is typically not a strong visitor week. In both tables below Big Stone Gap is identified by a red bar.

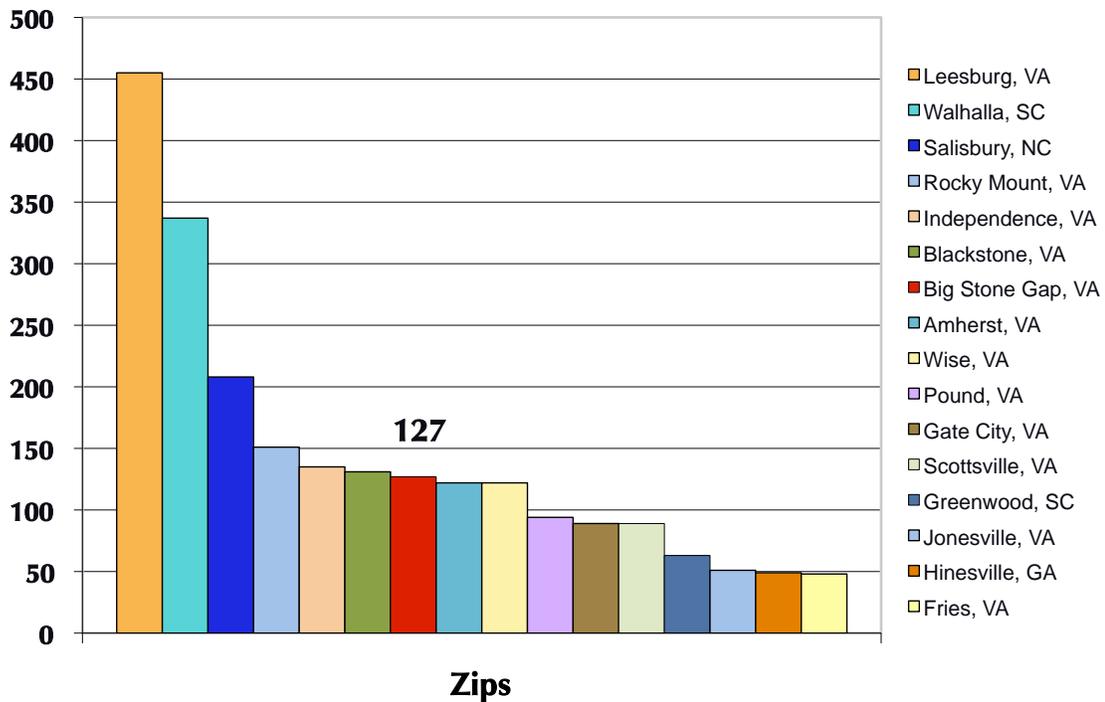


Figure 4: Comparison of unique zip codes recorded during initial zip code survey.

During the survey week, participating businesses in Big Stone Gap had 127 unique zip codes recorded. Compared to peer communities as well as others within the region, Big Stone Gap falls in the upper half, but generally in the mid-range, similar to the communities of Blackstone and Independence, VA. This analysis has been performed in several other regional communities including, Wise (122), Pound (94), Gate City (89), and Jonesville (51). The fact that Big Stone Gap showed evidence of a broad overall market is very positive considering the timing of the survey.

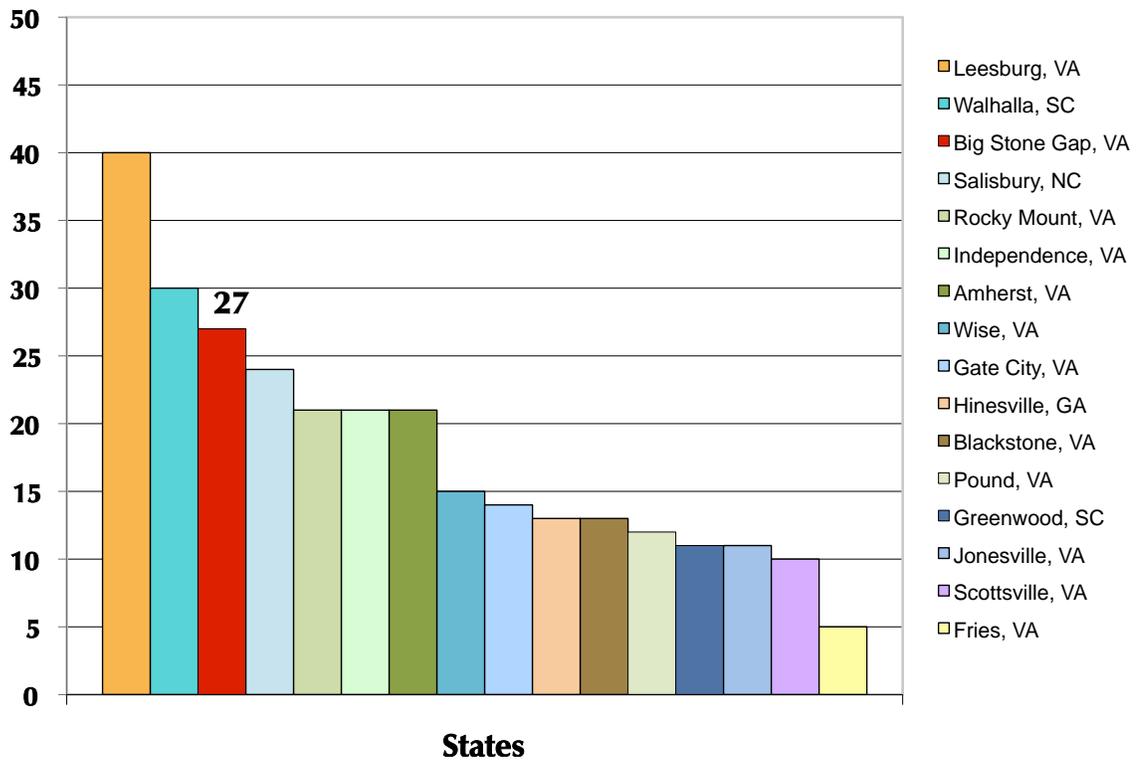


Figure 5: Comparison of unique states recorded during survey period.

The chart for unique States shows a very similar but slightly different trend. In this case, when Big Stone Gap is compared to the same communities, it lies near the top, suggesting a broader visitor market. During the survey week, participating businesses recorded customers from 27 individual states. Regional communities included Wise (15), Gate City (14), Pound (12) and Jonesville (11).

So, even though the survey was conducted the week before Thanksgiving, Big Stone Gap’s market showed indicators of a broader than normal visitor market, particularly when compared to peer communities within the region. It is very important to note that this is only a snapshot however, and Big Stone Gap is encouraged to conduct this survey during Spring, Summer, and Fall to get a true understanding of the depth of the visitor market.

Ideally, a community’s retail offerings should appeal to locals and visitors alike. Even in communities that have the highest number of visitors, local customers are still the “bread and butter” market, representing the largest percentage of overall customers.

Where Customers Are Coming From:

The next several charts show Big Stone Gap's customer base in detail broken down by customers' place of residence. For the most part in the charts that follow, each community name corresponds to that area's zip code. In some cases, it refers to a collection of zip codes (ex. "Rest of US" or "Wise County").

- Approximately 57.5% of the customers came from the primary Big Stone Gap zip code – 24219. This zip code includes the municipal limits of Big Stone Gap as well as a larger area including portions of both Wise and Lee Counties.
- 13% came from the 24216 Appalachia zip. This represented by far the next largest portion of Big Stone Gap's customer base outside of the primary zip code. This zip code is directly to the north of Big Stone Gap.
- Nearby zip codes of Duffield and Dryden were next, each with just over 4% respectively of the total customer base.
- Norton and Wise are Big Stone Gap's primary retail competition, and represented 4% and 3% respectively of Big Stone Gap's customer base.
- Just over 1% of all customers came from Tri-Cities zip codes.
- Only 1.9% of customers came from Tennessee and just 0.8% came from nearby Kentucky.
- 3.6% of Big Stone Gap's customers came from the remaining 24 states recorded in the survey.

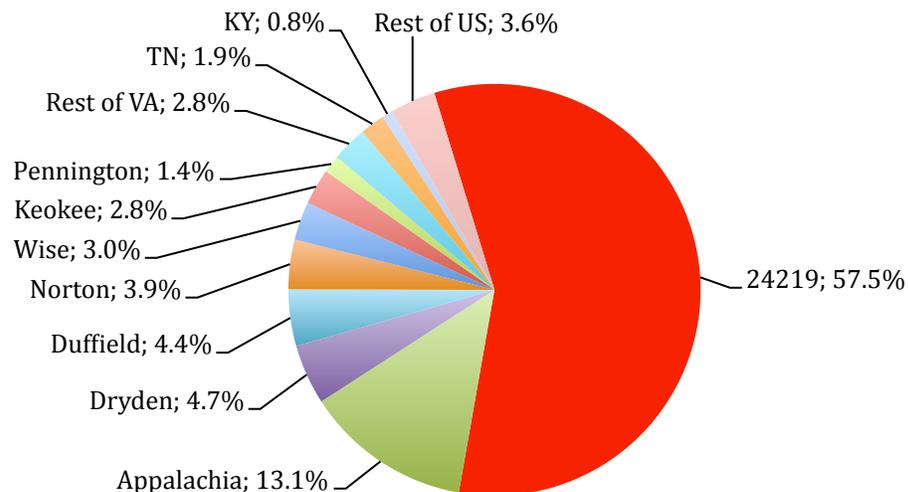


Figure 6: Percentage of Customer Visits – ALL BUSINESSES

Where Customers Are Coming From, A Closer Look:

- Of the 57% of the customer base from the primary zip code, 29.1% came from within the town limits of Big Stone Gap while an additional 28.4% were from the 24219 zip code, yet they reside outside of the Town limits.
- 78% of Big Stone Gap's customers came from Wise County zip codes.
- When we look at the three county region of Wise, Scott, and Lee, approximately 93% of all customers came from these zips, specifically:
 - 78% Wise
 - 9.8% Lee
 - 5.2% Scott

It should be noted that some zip codes lie within two counties. For instance, the Duffield zip (24244) lies in both Scott and Lee counties. It was considered as "Scott" for the purposes of this study, as the Duffield community and a majority of its zip code lie within Scott County.

- Therefore, only 7% of all of Big Stone Gap's customers were from outside of these three counties.
- In fact, only .06% of the customer base from Virginia was from outside of these three counties.

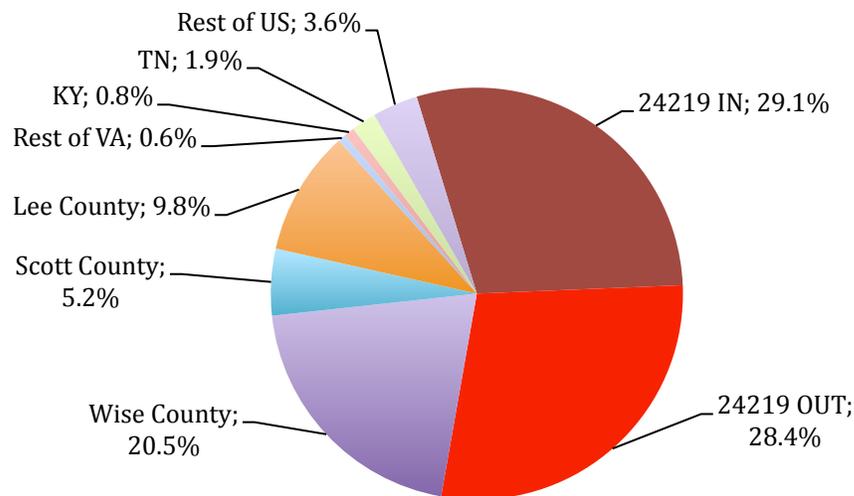


Figure 7: Where are they from? A closer look

As mentioned previously, businesses participating in the zip code survey were located both in downtown as well as outside of downtown. Similarly, there were local and service oriented businesses as well as destination-based businesses (tourist destinations, antiques, restaurants, etc). Therefore, we can compare the data by both location and business type.

Customer Base by Business Location:

The charts below show the variation in the markets of “In Downtown” stores and “Out of Downtown” stores, as mentioned above. It can be seen that the markets do in fact vary.

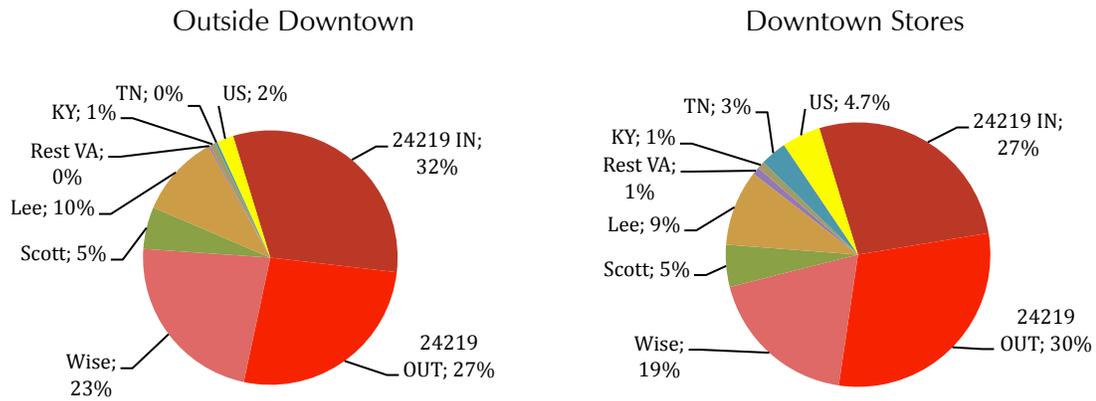


Figure 8: Where are they from? Visitors to Outside Downtown businesses vs. Downtown businesses

“Outside Downtown” (5 of 26) and “Downtown” (21 of 26) stores have a slightly different breakdown of Big Stone Gap & Wise County customers (82% and 76% respectively). However, the primary differences come when looking at the regional market. The “Downtown” businesses have a broader overall market, likely due to the “destination” businesses located in town. Similarly, Downtown stores have a much higher visitor market (10% v. 3%) than that of stores located outside of downtown. Again, considering the variety and types of business uses in downtown Big Stone Gap, this is to be expected. All told, this begins to point to downtown having a broad overall market.

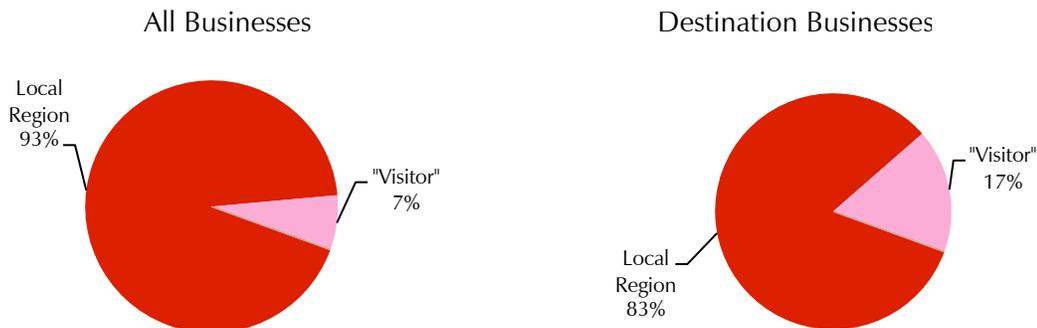


Figure 9: Local & Visitor market by type of business.

Figure 8 above presents a final look at the customer breakdown comparing the visitor market of all businesses participating in the survey, to the 8 “destination” businesses included. The charts indicate that 17% of the customers of “destination” businesses could be considered visitors, compared to only 7% when all businesses are evaluated as a whole. It is important to note that this survey took place during the week before Thanksgiving. In spite of this, the “destination” businesses showed a very respectable “visitor” market even though it varied significantly from “all businesses”.

Local and Visitor Market by Business:

The data presented above represent Big Stone Gap businesses as a group or groups. However, each individual business would show different trade patterns. For example, an auto parts store will likely show solely a local customer base while a restaurant is likely to have more visitors. The three charts below show the local and visitor market by individual businesses. The average of all businesses is shown in red.

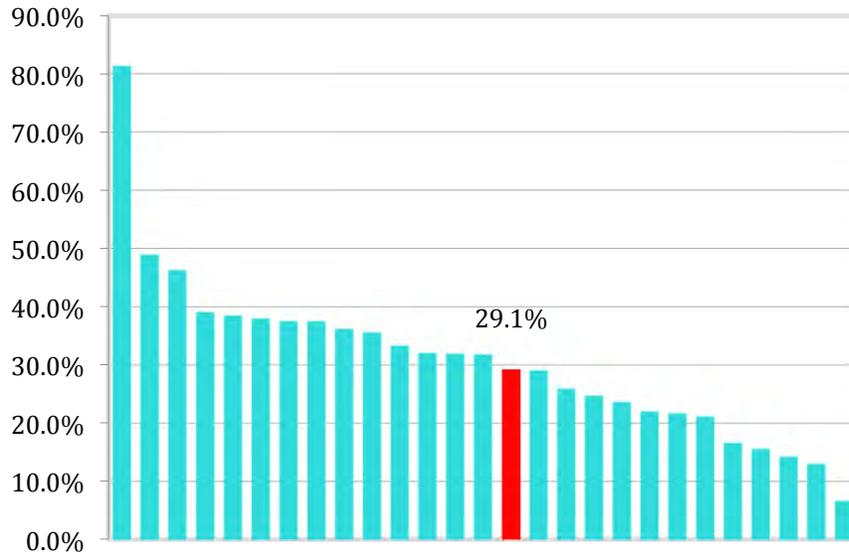


Figure 10: Percent Town of Big Stone Gap by Business

Participating businesses had an average of 29.1% of their customers from Big Stone Gap town limits. The percent varies from 6.7% to 81.3% depending on the business.

A broader local market would also vary by individual business. We see those differences in a “business by business” comparison of customer visits from those residing in Big Stone Gap Zip 24219.

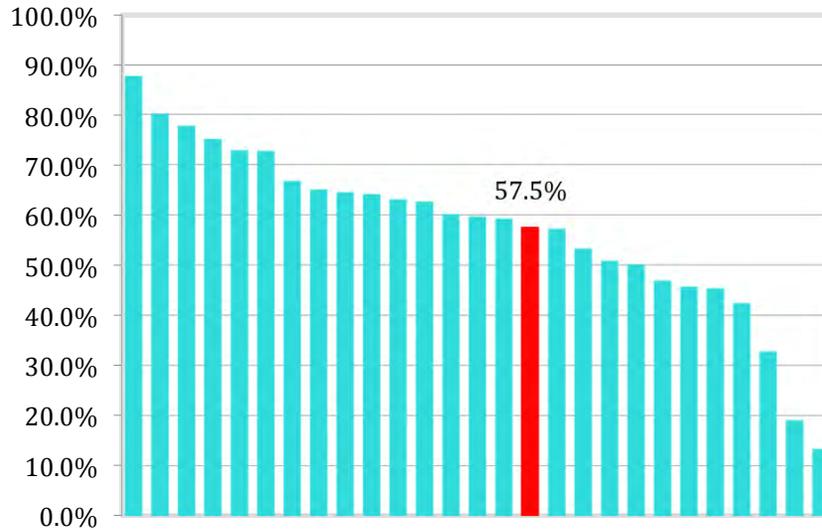


Figure 11: Percent zip 24219 by Business

Participating businesses had an average of 57.5% of their customers from Big Stone Gap zip 24219. The percent varies from 13.3% to 87.5% depending on the business.

Similarly, the “visitor” market will vary by individual business. For the purposes of the chart below, a “visitor” would be any customers coming from outside of Big Stone Gap’s surrounding region. This customer could be a visitor from just outside the immediate region (Tri-Cities), or perhaps a tourist coming from another state.

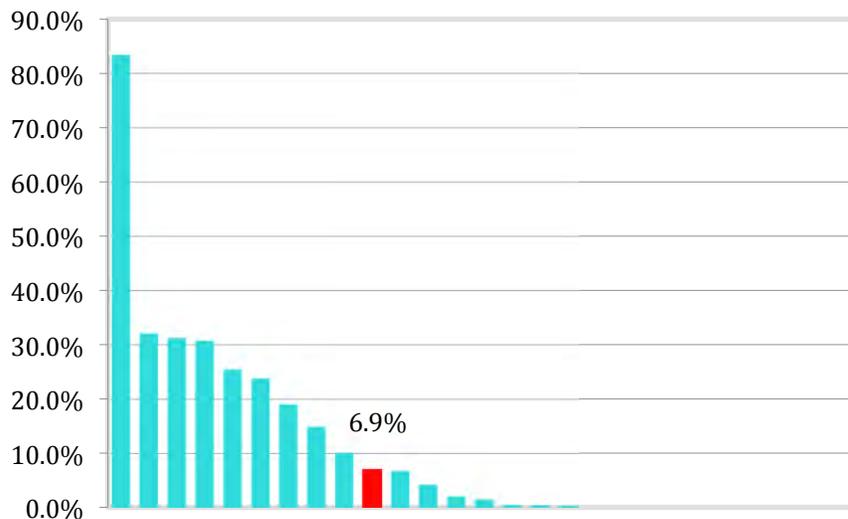


Figure 12: Percent Visitors for All Businesses

An average of 6.9% of all Big Stone Gap customers could be considered “visitors”. This ranges by business from 0% to 83.3%. Ten businesses recorded no visitors during the survey week.

Two additional zip codes had over 40 visits per thousand residents. These geographies represent Big Stone Gap's **secondary trade area**:

- Keokee 24265
- Dryden 24243

Customers from these zips represented **7.55%** of the total visits during the survey period.

In all, Big Stone Gap's primary and secondary trade area represents approximately **78.15%** of the market base. The map below illustrates the primary and secondary trade areas for Big Stone Gap. The primary trade area is shown in orange, and the secondary in purple.

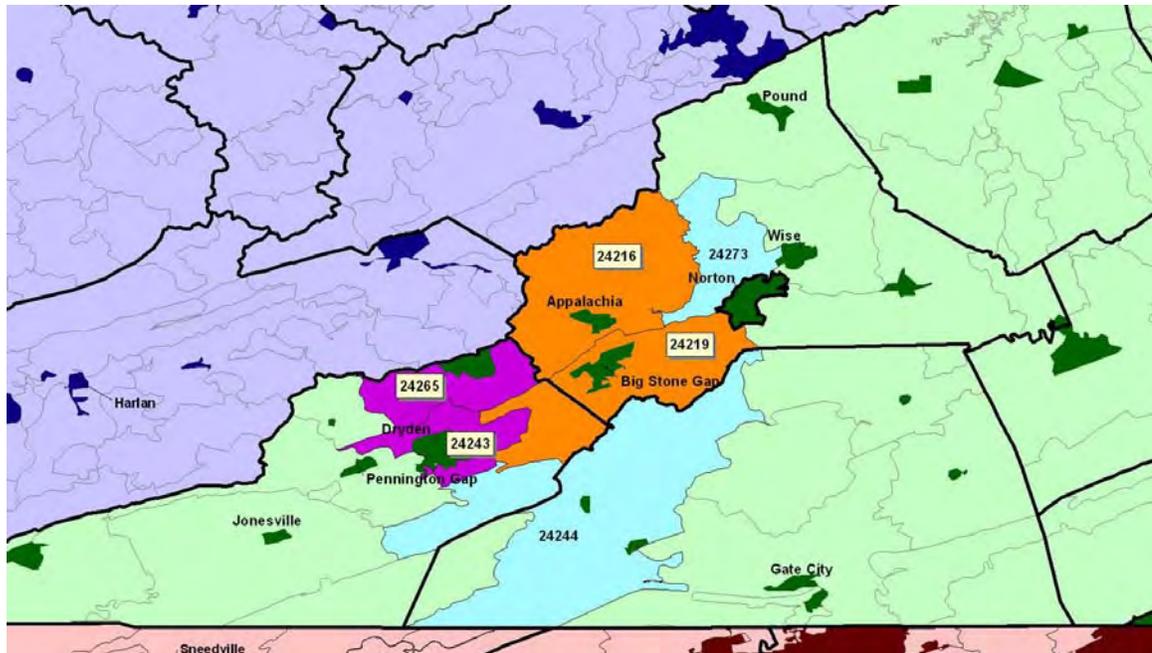
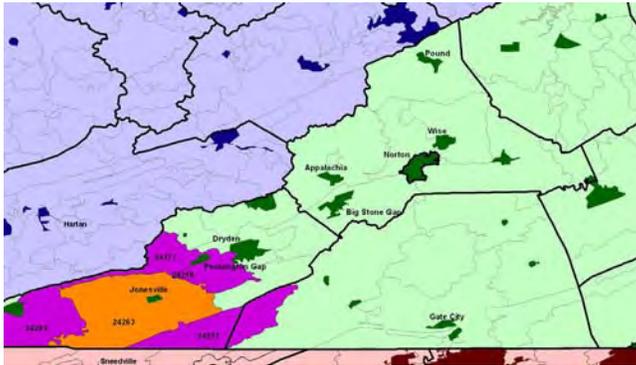


Figure 14: Town of Big Stone Gap Primary (orange) and Secondary (purple) Trade Areas.

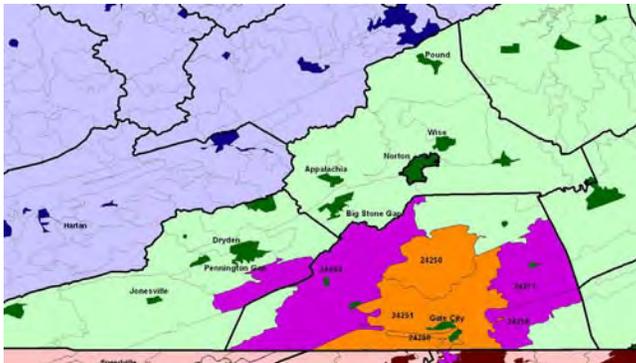
Two additional zips (24244 – Duffield, 24273 – Norton) had over 14 visits per thousand and represent a “tertiary trade area”. This geography, identified in teal above, would not be considered part of Big Stone Gap's local customer base, but represents an area where Big Stone Gap is performing fairly well, and almost rating as part of the secondary trade area. This tertiary trade area represents another 8.33% of the customer base for Big Stone Gap.

Trade Areas Compared

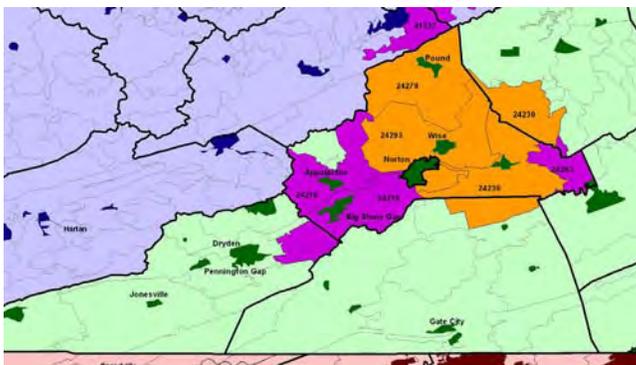
This same study has been performed in various communities within this same region. For a greater understanding of our findings, it helps to compare the trade areas for Big Stone Gap to the nearby towns of Jonesville, Gate City and Wise.



Jonesville’s trade areas are very tight to the Jonesville market and stop at Pennington Gap. Even though a county seat, the small downtown relates primarily to the central portion of Lee, and doesn’t reach the corners of the county. Jonesville has a relative small trade area for a county seat. It does not relate to Big Stone Gap.



Gate City, on the other hand, performs more like a typical county seat. It has a strong pull within rural Scott County. Also, its location near the Tennessee border allows it to take advantage of a sales tax structure that makes its low order goods (gas and groceries) more affordable than those items cost in Tennessee. Duffield, part of Big Stone Gap’s tertiary trade area, lies within Gate City’s secondary trade area.



Finally, Wise has very broad trade areas that include Big Stone Gap and extend into Kentucky. This is most attributable to its 4-lane highway and the fact that the Wise/Norton area is the retail center for the region. It should be noted, however, that when this process was conducted in Wise, the zip code survey was extended to the shopping centers on the 4-lane, rather than simply downtown.

Figure 15: Trade Areas for Jonesville downtown (top) Gate City downtown (center) and Wise (bottom)

Market Definition Conclusions:

- Big Stone Gap has a localized market. 57% of all customers come from the primary Big Stone Gap zip code of 24219, 77% come from Wise County, and 93% from the three-county region (Wise, Scott and Lee). This is very typical of peer communities and should not necessarily be seen as negative. In fact, even the most “visitor” oriented communities have the majority of their customer base coming from within the immediate region.

On the other hand, with 7 out of 10 customers coming from Big Stone Gap and Appalachia zips, the customer base within the immediate expanded region should be improved.

- Big Stone Gap’s local trade areas reach out to a relative small region. As indicated on the map in figure 13, the trade areas cover four zip codes in portions of two counties. The primary trade area includes Big Stone Gap and Appalachia, and the secondary trade area extends to the southwest into Lee County.
- The Wise/Norton market seems to cut into Big Stone Gap’s trade areas to the north, as does Duffield to the east. However, Big Stone Gap is doing fairly well in Norton and Duffield. Zip codes 24273 and 24244 represent over 8% of Big Stone Gap’s overall market, and both rate in the tertiary trade area. This is very positive considering that these two geographies represent Big Stone Gap’s primary regional competition, and the community is already performing well in these locations.
- Only 7% of all customers could be considered “visitors”. This is a typical figure relative to other communities in which this study has been performed. Generally speaking, rural communities like Big Stone Gap will have “visitor” numbers anywhere between 5% and 12%.

In Big Stone Gap’s case, considering the concentration of visitor destinations and tourist attractions, it is assumed that the community has a higher than normal visitor market. With the timing of this master planning process, the zip code survey had to be conducted in November, which is generally not a good indicator of the “visitor” market. Even more so, the survey was conducted the week before Thanksgiving. It should be noted here that the primary and most important reason for the zip code survey is to determine the **local trade areas** for the community and its downtown. This information lays the groundwork of the detailed retail market analysis to follow. These local trade areas *do not change* regardless of what time of year the survey is conducted. However, the visitor market does, and this analysis recognizes that additional research is needed to get a broader understanding of the depth of Big Stone Gap’s visitor market.

All that being said, even with the survey being conducted the week before Thanksgiving, there were several important and positive indicators suggesting that Big Stone Gap has a broader than normal visitor market, including:

- The unique zip codes and states were very broad compared to other regional communities, and other communities with VA, NC, and SC.

- Big Stone Gap is doing well in competitive markets of Norton and Duffield. These zips are nearly part of the Big Stone Gap trade area.
- Even though the week before Thanksgiving, the “destination” businesses had a healthy visitor market with approximately 17% of their customers being considered “visitors”. Destination businesses would include restaurants, antiques, book stores, specialty retail, tourist destinations, etc.
- As expected, the customer base varies by business located in downtown, versus those located outside of downtown, with downtown businesses having a broader overall market. While the data does suggest an overall localized market, this also points to downtown being somewhat of a regional destination.
- Whenever a unique zip code (one from far outside the region) shows up in more than one shop, that visitor is said to be a browser. Ideally, a pedestrian friendly downtown environment would be one that is conducive to visitor browsing. There was evidence of visitor browsing in Big Stone Gap. This is very positive, particularly considering that there was such a small visitor sample.
- There is no significant IN/OUT split in Big Stone Gap visits, meaning that residents living in the Town of Big Stone Gap are no more loyal to Big Stone Gap than those living in the 24219 zip code, but outside of town. This is very unusual and a positive indicator for Big Stone Gap. Typically, the residents living outside of a community (but still within the zip code) are far enough away that they may associate more with a nearby competitive market, say Norton or Duffield. This is not the case in Big Stone Gap as its businesses seem to be reaching all of the customers within the 24219 zip code equally.

2.3 Retail Market Analysis

Big Stone Gap and its retail offerings serve the market defined in the previous section. The primary and secondary trade areas in particular will be the basis for the analysis below. In this section, Big Stone Gap's retail market will be examined to identify potential opportunities for retail growth through three key studies:

1. A **retail leakage** analysis that will look at the primary and secondary trade areas to see how much money is "leaking" from the area to stores in other areas.
2. From this, a **space demand analysis** will be developed to illustrate how much retail space could potentially be brought back into Big Stone Gap based on the demand in the market.
3. A **retail shares** analysis that examines performance of retail stores in Big Stone Gap's trade areas as a benchmark of the greater region. This study will seek to determine if there are any retail-clustering opportunities for the community.

Retail Leakage Analysis

"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be "leaking". If a community is a major retail center with a variety of stores it will be "attracting" rather than "leaking" retail sales. Even large communities may see leakage in certain retail categories.

Such an analysis is not an exact science. In some cases large outflow may indicate that money is being spent elsewhere (drug store purchases at a Wal-Mart or apparel purchases through mail-order). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, home improvement warehouses may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique.

The data presented below comes Claritas, Inc., a national retail marketing service used by Town planners, retail & restaurant site planners, and national chains for their market research. Claritas gets its data from a number of sources. Sales expenditures primarily come from the Census for Retail Trade gathered on a county level by the US Census Bureau. Claritas updates the data each year using local trade associations, local sales tax data, wage & employment data, & then allocate it block group levels. Overall the sales data comes from the following sources: Census of Retail Trade; Annual Survey of Retail Trade; Claritas Business Facts; Census of Employment and Wages; Sales Tax Reports; Trade Associations.

Retail Leakage in the Primary and Secondary Trade Areas

For the previous year;

- Stores in the Primary Trade Area for Big Stone Gap sold just over \$151 million dollars, while consumers who *live* in the PTA spent \$217 million dollars. Therefore, the PTA **LEAKED nearly \$66 million dollars** in all retail categories combined in 2007.
- Stores in the Secondary Trade Area sold approximately \$2 million dollars last year while consumers *living* in the STA spent \$59 million dollars. The STA then, **LEAKED nearly \$57 million dollars**.

The combined \$123 million that is leaking both the primary and secondary trade areas is a fair amount of leakage, but not uncommon at all. This means that the current retail offerings in Big Stone Gap and its trade areas are not meeting the needs of the residents living in those areas, particularly considering there is very little retail offered in the secondary trade area. Either the particular goods and services do not exist in the trade area, or they are not of a type or quality that the consumer needs, and therefore they must go elsewhere. This translates to significant demand for new goods and services in Big Stone Gap.

While it is impossible to determine exactly where these dollars are leaking, it is likely that much of it is going to Wise/Norton, and the Tri-Cities. This is a very important observation for Big Stone Gap for a couple of reasons. First, Wise/Norton is a regional competitor and partially falls within Big Stone Gap's tertiary trade area. Even more importantly however is that the Wise/Norton area truly is a retail magnet with its regional offerings including Super Wal-Mart, Lowe's, Norton Commons Shopping Center, etc.

In fact, if we look at the tertiary trade area, we see that it actually **gained \$275 million dollars** in the previous year in all retail categories. So, we can safely say that it is likely that many of the categories leaking from the primary and secondary trade areas, are going into the regional retail center located in the tertiary trade area.

Taking it one step further, when looking at the primary, secondary, and tertiary trade areas together, the combined areas **gained \$152 million** in the previous year.

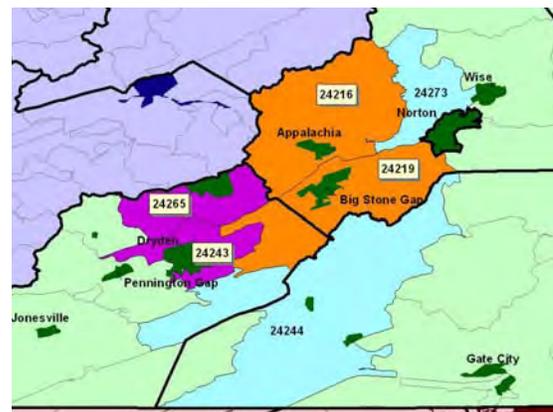


Figure 16: Combined Trade Areas

Of course, leakage numbers vary by individual category, and there are certain categories that show opportunity for local capture in Big Stone Gap even though they are gaining regionally. Still, others are leaking from all three trade area's geographies.

The table beginning on the following page details the consumer expenditures, retail sales, and inflow/outflow of dollars by individual retail category and begins to outline the opportunity for retail growth in Big Stone Gap.

Retail Leakage Report for All Retail Categories

Opportunity Gap - Retail Stores	PTA			STA			PTA, STA, TTA Combined
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	
Total Retail Sales Incl Eating and Drinking Places	216,750,353	151,157,629	65,592,724	59,324,627	1,967,356	57,357,271	(152,311,480)
Motor Vehicle and Parts Dealers-441	41,114,092	34,692,406	6,421,686	11,459,017	499,443	10,959,574	20,354,447
Automotive Dealers-4411	35,619,104	32,436,405	3,182,699	9,970,998	465,443	9,505,555	16,772,579
Other Motor Vehicle Dealers-4412	2,194,448	0	2,194,448	589,846	0	589,846	3,594,931
Automotive Parts/Accsrs, Tire Stores-4413	3,300,540	2,256,001	1,044,539	898,173	34,000	864,173	(13,063)
Furniture and Home Furnishings Stores-442	4,800,285	196,737	4,603,548	1,258,955	11,420	1,247,535	3,976,820
Furniture Stores-4421	2,656,395	0	2,656,395	699,824	11,420	688,404	253,852
Home Furnishing Stores-4422	2,143,890	196,737	1,947,153	559,131	0	559,131	3,722,968
Electronics and Appliance Stores-443	4,269,433	1,348,791	2,920,642	1,117,008	0	1,117,008	(30,237,326)
Appliances, TVs, Electronics Stores-44311	3,311,987	1,178,654	2,133,333	873,558	0	873,558	(16,901,428)
Household Appliances Stores-443111	795,323	204,334	590,989	213,870	0	213,870	(9,659,518)
Radio, Television, Electronics Stores-443112	2,516,664	974,320	1,542,344	659,688	0	659,688	(7,241,910)
Computer and Software Stores-44312	801,347	104,572	696,775	203,348	0	203,348	(5,727,127)
Camera and Photographic Equipment Stores-44313	156,099	65,565	90,534	40,102	0	40,102	(7,608,771)
Building Material, Garden Equip Stores -444	23,241,447	4,434,885	18,806,562	6,375,903	6,828	6,369,075	15,245,446
Building Material and Supply Dealers-4441	21,456,834	2,364,930	19,091,904	5,894,629	0	5,894,629	15,302,390
Home Centers-44411	8,341,187	0	8,341,187	2,264,389	0	2,264,389	2,330,688
Paint and Wallpaper Stores-44412	463,396	45,465	417,931	120,539	0	120,539	(6,806,378)
Hardware Stores-44413	1,659,661	0	1,659,661	448,373	0	448,373	2,838,528
Other Building Materials Dealers-44419	10,992,590	2,319,465	8,673,125	3,061,328	0	3,061,328	16,939,552
Building Materials, Lumberyards-444191	3,592,425	790,965	2,801,460	985,395	0	985,395	5,441,437
Lawn, Garden Equipment, Supplies Stores-4442	1,784,613	2,069,955	(285,342)	481,274	6,828	474,446	(56,944)
Outdoor Power Equipment Stores-44421	295,500	1,456,499	(1,160,999)	79,150	6,828	72,322	(2,363,308)
Nursery and Garden Centers-44422	1,489,113	613,456	875,657	402,124	0	402,124	2,306,364
Food and Beverage Stores-445	28,371,079	24,425,135	3,945,944	7,785,153	747,186	7,037,967	122,153
Grocery Stores-4451	25,897,176	21,635,708	4,261,468	7,124,634	744,072	6,380,562	(1,821,066)
Supermarkets, Grocery (Ex Conv) Stores-44511	24,562,893	20,322,172	4,240,721	6,755,112	744,072	6,011,040	(475,676)
Convenience Stores-44512	1,334,283	1,313,536	20,747	369,522	0	369,522	(1,345,390)
Specialty Food Stores-4452	803,786	204,429	599,357	221,247	3,114	218,133	1,113,117
Beer, Wine and Liquor Stores-4453	1,670,117	2,584,998	(914,881)	439,272	0	439,272	830,102

Opportunity Gap - Retail Stores	PTA			STA			PTA, STA, TTA Combined
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	
Health and Personal Care Stores-446	12,638,447	24,799,077	(12,160,630)	3,376,461	131,041	3,245,420	(3,748,295)
Pharmacies and Drug Stores-44611	11,100,947	24,184,478	(13,083,531)	2,967,316	115,677	2,851,639	(6,202,633)
Cosmetics, Beauty Supplies, Perfume Stores	444,399	0	444,399	118,312	3,806	114,506	930,136
Optical Goods Stores-44613	298,620	350,857	(52,237)	78,455	0	78,455	185,776
Other Health and Personal Care Stores-44619	794,481	263,742	530,739	212,378	11,558	200,820	1,338,426
Gasoline Stations-447	27,442,772	31,002,847	(3,560,075)	7,894,774	194,137	7,700,637	(11,110,701)
Gasoline Stations With Conv Stores-44711	20,696,397	31,002,847	(10,306,450)	5,942,316	170,594	5,771,722	(24,704,802)
Other Gasoline Stations-44719	6,746,375	0	6,746,375	1,952,458	23,543	1,928,915	13,594,101
Clothing and Clothing Accessories Stores-448	7,893,663	4,439,459	3,454,204	2,116,265	1,503	2,114,762	(1,275,291)
Clothing Stores-4481	5,789,006	3,607,776	2,181,230	1,572,602	100	1,572,502	3,854,058
Men's Clothing Stores-44811	420,051	0	420,051	112,029	0	112,029	866,092
Women's Clothing Stores-44812	1,322,974	3,607,776	(2,284,802)	368,769	0	368,769	(2,218,697)
Childrens, Infants Clothing Stores-44813	367,829	0	367,829	96,637	0	96,637	368,704
Family Clothing Stores-44814	3,201,977	0	3,201,977	865,980	0	865,980	4,102,004
Clothing Accessories Stores-44815	116,865	0	116,865	30,349	0	30,349	203,458
Other Clothing Stores-44819	359,310	0	359,310	98,838	100	98,738	532,497
Shoe Stores-4482	1,139,441	380,924	758,517	313,172	0	313,172	1,795,518
Jewelry, Luggage, Leather Goods Stores-4483	965,216	450,759	514,457	230,491	1,403	229,088	(6,924,867)
Jewelry Stores-44831	881,820	450,759	431,061	209,844	1,403	208,441	(7,096,709)
Luggage and Leather Goods Stores-44832	83,396	0	83,396	20,647	0	20,647	171,842
Sporting Goods, Hobby, Book, Music Stores-451	2,948,180	95,773	2,852,407	759,962	0	759,962	530,175
Sportng Goods, Hobby, Musical Inst Stores-4511	2,031,577	95,773	1,935,804	528,975	0	528,975	(1,347,303)
Sporting Goods Stores-45111	956,351	95,773	860,578	247,960	0	247,960	(983,713)
Hobby, Toys and Games Stores-45112	684,673	0	684,673	178,402	0	178,402	1,372,041
Sew/Needlework/Piece Goods Stores-45113	197,531	0	197,531	52,328	0	52,328	423,728
Musical Instrument and Supplies Stores-45114	193,022	0	193,022	50,285	0	50,285	(2,159,359)
Book, Periodical and Music Stores-4512	916,603	0	916,603	230,987	0	230,987	1,877,478
Book Stores and News Dealers-45121	648,683	0	648,683	160,649	0	160,649	1,315,062
Book Stores-451211	607,567	0	607,567	150,182	0	150,182	1,229,594
News Dealers and Newsstands-45122	41,116	0	41,116	10,467	0	10,467	85,468
Prerecorded Tapes, CDs, Record Stores-45122	267,920	0	267,920	70,338	0	70,338	562,416

Opportunity Gap - Retail Stores	PTA			STA			PTA, STA, TTA Combined
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	
General Merchandise Stores-452	24,798,736	13,967,647	10,831,089	6,705,596	2,250	6,703,346	(73,749,811)
Department Stores Excl Leased Depts-4521	11,065,827	2,633,739	8,432,088	2,965,382	0	2,965,382	(89,333,516)
Other General Merchandise Stores-4529	13,732,909	11,333,908	2,399,001	3,740,214	2,250	3,737,964	15,583,705
Warehouse Clubs and Super Stores-45291	11,952,316	10,788,533	1,163,783	3,265,240	0	3,265,240	13,561,604
All Other General Merchandise Stores-45299	1,780,593	545,375	1,235,218	474,974	2,250	472,724	2,022,101
Miscellaneous Store Retailers-453	5,394,561	1,574,519	3,820,042	1,473,627	13,162	1,460,465	507,568
Florists-4531	369,662	373,241	(3,579)	96,176	0	96,176	(946,752)
Office Supplies, Stationery, Gift Stores-4532	2,059,545	418,752	1,640,793	543,624	0	543,624	1,377,424
Office Supplies and Stationery Stores-45321	1,177,283	0	1,177,283	310,698	0	310,698	298,193
Gift, Novelty and Souvenir Stores-45322	882,262	418,752	463,510	232,926	0	232,926	1,079,231
Used Merchandise Stores-4533	400,903	399,704	1,199	105,970	8,669	97,301	153,898
Other Miscellaneous Store Retailers-4539	2,564,451	382,822	2,181,629	727,857	4,493	723,364	(77,002)
Non-Store Retailers-454	12,428,443	2,919,599	9,508,844	3,319,725	8,357	3,311,368	(82,948,609)
Electronic Shopping, Mail-Order Houses-4541	8,385,868	0	8,385,868	2,200,235	0	2,200,235	(80,170,858)
Vending Machine Operators-4542	583,182	0	583,182	160,047	0	160,047	1,215,073
Direct Selling Establishments-4543	3,459,393	2,919,599	539,794	959,443	8,357	951,086	(3,992,824)
Foodservice and Drinking Places-722	21,409,215	7,260,754	14,148,461	5,682,181	352,029	5,330,152	10,021,944
Full-Service Restaurants-7221	9,825,878	2,321,597	7,504,281	2,603,732	169,987	2,433,745	8,825,098
Limited-Service Eating Places-7222	8,811,387	4,917,127	3,894,260	2,348,125	182,042	2,166,083	(4,383,642)
Special Foodservices-7223	1,799,640	22,030	1,777,610	479,631	0	479,631	3,643,509
Drinking Places -Alcoholic Beverages-7224	972,310	0	972,310	250,693	0	250,693	1,936,979
GAFO *	46,769,842	20,467,159	26,302,683	12,501,410	15,173	12,486,237	(99,378,009)
General Merchandise Stores-452	24,798,736	13,967,647	10,831,089	6,705,596	2,250	6,703,346	(73,749,811)
Clothing and Clothing Accessories Stores-448	7,893,663	4,439,459	3,454,204	2,116,265	1,503	2,114,762	(1,275,291)
Furniture and Home Furnishings Stores-442	4,800,285	196,737	4,603,548	1,258,955	11,420	1,247,535	3,976,820
Electronics and Appliance Stores-443	4,269,433	1,348,791	2,920,642	1,117,008	0	1,117,008	(30,237,326)
Sporting Goods, Hobby, Book, Music Stores-451	2,948,180	95,773	2,852,407	759,962	0	759,962	530,175
Office Supplies, Stationery, Gift Stores-4532	2,059,545	418,752	1,640,793	543,624	0	543,624	1,377,424

Figure 17: Retail Leakage by Category in Big Stone Gap's Primary and Secondary Trade Areas. Source: Claritas, Inc

The majority of categories in Big Stone Gap's primary trade area are leaking, with the few exceptions being gas stations & convenience stores, women's clothing stores, and health & personal care. The remaining categories are leaking. All retail categories in the secondary trade area are leaking. This is very rare and can be attributed to the lack of retail offerings in the secondary trade area. All of this points to the fact that current retail offerings are not meeting the demand of local consumers.

While the combined trade areas (including the Wise/Norton retail cluster) are gaining \$152 million, it can be seen that the vast majority of this gain is in a few categories, meaning that the remaining categories are actually leaking. Again, this leakage points directly to opportunities for retail recruitment where current offerings are not meeting local demand. The key *gaining* categories for the combined trade areas include general merchandising (Wal-Mart) at \$73 million, electronics & appliance stores at \$30 million, and electronic/mail-order shopping at \$82 million. Those three categories alone represent a net \$185 million in gain, meaning there is still a significant amount of leakage, or demand, in the remaining categories.

Market Potential Analysis

While there is a significant amount of leakage, Big Stone Gap cannot reasonably expect to recapture 100% of the sales leaking from its trade areas. As much as we shop for items that we need everyday, shopping itself is an activity. People will continue to travel to other places to get certain goods or services, shop online, or in catalogs. Therefore, we must look at a potential capture scenario that might illustrate the potential for additional retail should some of the lost revenues be captured in the categories where retail leakage exists.

Through strategic recruitment, economic development and marketing, a community can reasonably expect to recapture a certain amount of sales that are leaking out of the area. Typically, a community could capture 20% of leakage from the primary trade area (one in every five dollars) is and 10% of the leakage from the secondary trade area (one in every ten dollars).

The table below illustrates the new or expanded retail space that could be supported in Big Stone Gap by capturing some of the leaking sales. It also shows supportable retail space by square footage for individual retail categories. It should be noted that this is a conservative scenario based on potential. The sales per square foot for retail store types have been obtained from Dollars and Cents of Shopping Centers, published by the Urban Land Institute.

Retail Stores	20% of PTA Outflow	10% Of STA Outflow	Potential Capture	Sales per Square Foot	Calculated Capture
Selected Retail Categories Below	10,316,222	3,460,148	13,776,370		100,174
Furniture Stores	531,279	68,840	600,119	141.84	4,231
Home Furnishing Stores	389,431	55,913	445,344	167.75	2,655
Household Appliances Stores	118,198	21,387	139,585	245.44	569
Radio, Television, Electronics Stores	308,469	65,969	374,438	207.17	1,807
Computer and Software Stores	139,355	20,335	159,690	207.17	771
Camera and Photographic Equipment Stores	18,107	4,010	22,117	542.63	41
Building Material and Supply Dealers	3,818,381	589,463	4,407,844	142.38	30,958
Hardware Stores	331,932	44,837	376,770	121.08	3,112
Grocery Stores	852,294	638,056	1,490,350	371.79	4,009
Health and Personal Care Stores	(2,432,126)	324,542		247.29	
Clothing and Clothing Accessories Stores	690,841	211,476	902,317	164.60	5,482
Women's Accessory & Specialty	(456,960)	36,877		164.60	
Shoe Stores	151,703	31,317	183,021	158.81	1,152
Jewelry Stores	86,212	20,844	107,056	263.92	406
Luggage and Leather Goods Stores	16,679	2,065	18,744	198.82	94
Sporting Goods Stores	172,116	24,796	196,912	153.46	1,283
Hobby, Toys and Games Stores	136,935	17,840	154,775	146.28	1,058
Sew/Needlework/Piece Goods Stores	39,506	5,233	44,739	74.91	597
Book Stores	121,513	15,018	136,532	161.16	847
General Merchandise Stores	2,166,218	670,335	2,836,552	133.90	21,184
Florists	(716)	9,618	8,902	149.82	59
Gift, Novelty and Souvenir Stores	92,702	23,293	115,995	168.55	688
Foodservice and Drinking Places	2,829,692	533,015	3,362,707	201.63	16,678
Drinking Places -Alcoholic Beverages	194,462	25,069	219,531	88.07	2,493

Figure 18: 20/10 Capture Scenario for Big Stone Gap. Source: Claritas, Dollars & Cents of Shopping Centers

Based on this scenario table, Big Stone Gap could support a total of **100,174 square feet of additional retail space** in these categories. This is a tremendous amount of space demand when compared to other communities, particularly considering the relatively small population of Wise County and the region. It should also be noted that other categories showing demand in the leakage analysis are not identified here, but also could support additional retail space.

Most categories show potential for expansion, but the following show the largest demand in terms of square footage. These categories make up 68,820 of the demand, and will be explained in detail later in this report.

- General Merchandising (21,184)
- Foodservice & Drinking Places (16,678)
- Building Material and Supply Dealer (30,958)

Several other retail categories show significant demand as well, including:

- Apparel stores: this category includes all apparel stores including children's, women's, and men's.
- Furniture Stores
- Grocery
- Hardware Stores
- Home Furnishing Stores
- Drinking Places
- Radio, TV & Electronics
- Specialty Retail (sporting goods, hobby & craft, books, gifts, jewelry etc)

Additionally, other demand indicators might help existing businesses expand their merchandise mix to attract shoppers who are otherwise going somewhere else to buy these products.

Retail Shares Analysis

The retail shares analysis compares Big Stone Gap's Primary and Secondary Trade Area businesses as proportion of a larger region. This in turn, is used to benchmark selected retail categories to determine if particular retail types are under performing, representing an opportunity for expansion, or performing exceptionally well, representing an opportunity for clustering additional related businesses around a certain strength.

For the purposes of this study, Big Stone Gap's primary trade area is compared to the three county region generally referred to as the LENOWISCO region. This includes Wise, Scott, and Lee Counties, of which Big Stone Gap sits nearly in the center. Based on the market analysis, this region represents the full extent of Big Stone Gap's market penetration. It also includes the primary retail competitor of Norton/Wise, and other peer communities such as Appalachia and Pennington Gap.

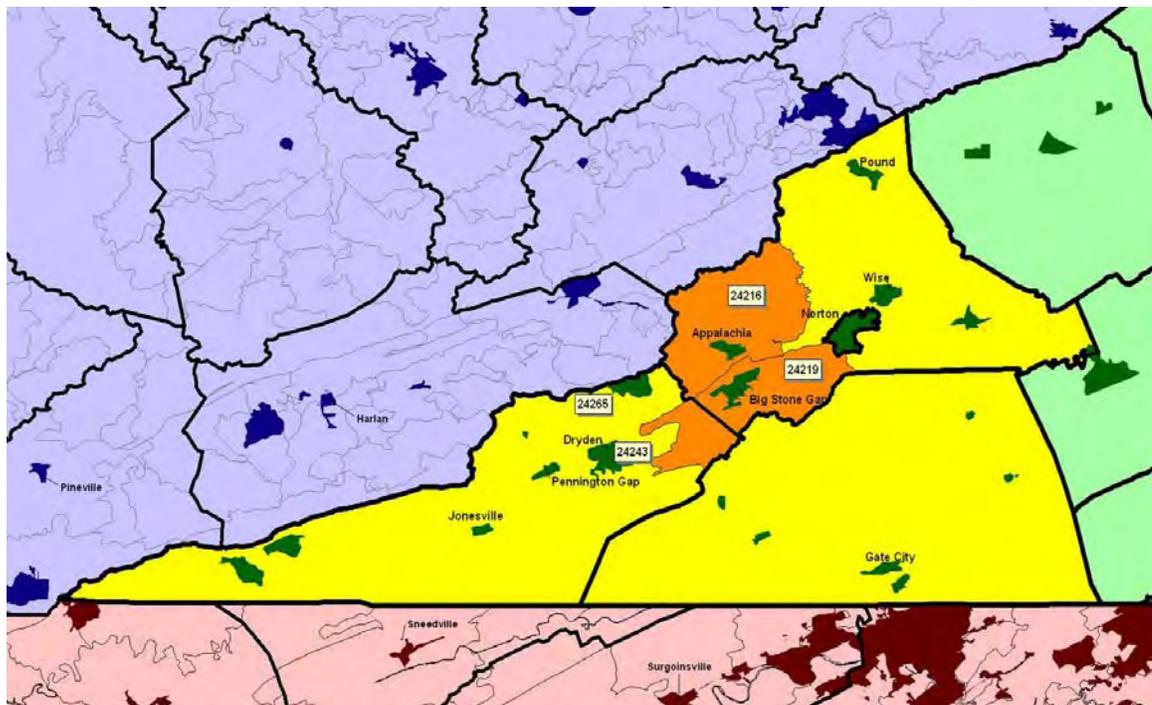


Figure 19: Shares Region including Primary and Secondary Trade Areas.

Retail Shares

The total sales for all businesses in the Primary Trade Area account for a 11.3% share of all retail within the tri-county region shown above.

Retail Shares Analysis	RETAIL SALES		SHARE
	Primary	Region	
Total Retail Sales	\$151,157,629	\$1,333,532,796	11.3%
Motor Vehicle and Parts Dealers	\$34,692,406	\$160,599,000	21.6%
Automotive Dealer	\$32,436,405	\$134,245,011	24.2%
Other Motor Vehicle Dealers	\$0	\$1,683,996	0.0%
Automotive Parts/Accsrs, Tire Stores	\$2,256,001	\$24,669,993	9.1%
Furniture and Home Furnishings Stores	\$196,737	\$12,524,009	1.6%
Furniture Stores	\$0	\$10,303,004	0.0%
Home Furnishing Stores	\$196,737	\$2,221,005	8.9%
Electronics and Appliance Stores	\$1,348,791	\$45,517,824	3.0%
Appliances, TVs, Electronics Stores	\$1,178,654	\$29,995,012	3.9%
Household Appliances Stores	\$204,334	\$11,789,007	1.7%
Radio, Television, Electronics Stores	\$974,320	\$18,206,005	5.4%
Computer and Software Stores	\$104,572	\$7,513,185	1.4%
Camera and Photographic Stores	\$65,565	\$8,009,627	0.8%
Building Material, Garden Equip Stores	\$4,434,885	\$111,870,650	4.0%
Building Material and Supply Dealers	\$2,364,930	\$98,083,975	2.4%
Home Centers	\$0	\$70,064,996	0.0%
Paint and Wallpaper Stores	\$45,465	\$7,839,980	0.6%
Hardware Stores	\$0	\$5,183,004	0.0%
Other Building Materials Dealers	\$2,319,465	\$14,995,995	15.5%
Building Materials, Lumberyards	\$790,965	\$5,113,805	15.5%
Lawn, Garden Equipment, Supplies	\$2,069,955	\$13,786,675	15.0%
Outdoor Power Equipment Stores	\$1,456,499	\$4,277,317	34.1%
Nursery and Garden Centers	\$613,456	\$9,509,358	6.5%

Retail Shares Analysis	RETAIL SALES		SHARE
	Primary	Region	
Total Retail Sales	\$151,157,629	\$1,333,532,796	11.3%
Food and Beverage Stores	\$24,425,135	\$221,499,365	11.0%
Grocery Stores	\$21,635,708	\$215,533,362	10.0%
Supermarkets, Grocery	\$20,322,172	\$185,423,023	11.0%
Convenience Stores	\$1,313,536	\$30,110,339	4.4%
Specialty Food Stores	\$204,429	\$1,243,004	16.4%
Beer, Wine and Liquor Stores	\$2,584,998	\$4,722,999	54.7%
Health and Personal Care Stores	\$24,799,077	\$107,466,901	23.1%
Pharmacies and Drug Stores	\$24,184,478	\$102,370,996	23.6%
Cosmetics, Beauty Supplies Stores	\$0	\$1,162,473	0.0%
Optical Goods Stores	\$350,857	\$692,053	50.7%
Other Health and Personal Care Stores	\$263,742	\$3,241,379	8.1%
Gasoline Stations	\$31,002,847	\$254,326,016	12.2%
Gasoline Stations With Conv Stores	\$31,002,847	\$217,313,004	14.3%
Other Gasoline Stations	\$0	\$37,013,012	0.0%
Clothing and Clothing Accessories Stores	\$4,439,459	\$24,063,069	18.4%
Clothing Stores	\$3,607,776	\$12,416,282	29.1%
Men's Clothing Stores	\$0	\$0	
Women's Clothing Stores	\$3,607,776	\$8,675,002	41.6%
Childrens, Infants Clothing Stores	\$0	\$379,002	0.0%
Family Clothing Stores	\$0	\$2,587,124	0.0%
Clothing Accessories Stores	\$0	\$96,993	0.0%
Other Clothing Stores	\$0	\$678,161	0.0%
Shoe Stores	\$380,924	\$1,886,002	20.2%
Jewelry, Luggage, Leather Goods Stores	\$450,759	\$9,760,785	4.6%
Jewelry Stores	\$450,759	\$9,760,785	4.6%
Luggage and Leather Goods Stores	\$0	\$0	
Sporting Goods, Hobby, Book, Music Stores	\$95,773	\$10,577,517	0.9%
Sporting Goods, Hobby, Musical Inst Stores	\$95,773	\$9,948,518	1.0%
Sporting Goods Stores	\$95,773	\$6,268,519	1.5%
Hobby, Toys and Games Stores	\$0	\$267,999	0.0%
Sew/Needlework/Piece Goods Stores	\$0	\$463,000	0.0%
Musical Instrument and Supplies Stores	\$0	\$2,949,000	0.0%
Book, Periodical and Music Stores	\$0	\$628,999	0.0%
Book Stores and News Dealers	\$0	\$0	
Book Stores	\$0	\$0	
News Dealers and Newsstands	\$0	\$0	
Prerecorded Tapes, CDs, Record Stores	\$0	\$628,999	0.0%

Retail Shares Analysis	RETAIL SALES		SHARE
	Primary	Region	
Total Retail Sales	\$151,157,629	\$1,333,532,796	11.3%
General Merchandise Stores	\$13,967,647	\$161,564,701	8.6%
Department Stores Excl Leased Depts	\$2,633,739	\$124,756,000	2.1%
Other General Merchandise Stores	\$11,333,908	\$36,808,701	30.8%
Warehouse Clubs and Super Stores	\$10,788,533	\$22,159,682	48.7%
All Other General Merchandise Stores	\$545,375	\$14,649,019	3.7%
Miscellaneous Store Retailers	\$1,574,519	\$22,569,741	7.0%
Florists	\$373,241	\$2,958,991	12.6%
Office Supplies, Stationery, Gift Stores	\$418,752	\$4,028,723	10.4%
Office Supplies and Stationery Stores	\$0	\$2,690,000	0.0%
Gift, Novelty and Souvenir Stores	\$418,752	\$1,338,723	31.3%
Used Merchandise Stores	\$399,704	\$1,186,015	33.7%
Other Miscellaneous Store Retailers	\$382,822	\$14,396,012	2.7%
Non-Store Retailers	\$2,919,599	\$125,833,000	2.3%
Electronic Shopping, Mail-Order Houses	\$0	\$99,383,996	0.0%
Vending Machine Operators	\$0	\$0	
Direct Selling Establishments	\$2,919,599	\$26,449,004	11.0%
Foodservice and Drinking Places	\$7,260,754	\$75,121,003	9.7%
Full-Service Restaurants	\$2,321,597	\$27,854,003	8.3%
Limited-Service Eating Places	\$4,917,127	\$46,341,000	10.6%
Special Foodservices	\$22,030	\$926,000	2.4%
Drinking Places -Alcoholic Beverages	\$0	\$0	
GAFO *	\$20,467,159	\$258,275,843	7.9%
General Merchandise Stores	\$13,967,647	\$161,564,701	8.6%
Clothing and Clothing Accessories Stores	\$4,439,459	\$24,063,069	18.4%
Furniture and Home Furnishings Stores	\$196,737	\$12,524,009	1.6%
Electronics and Appliance Stores	\$1,348,791	\$45,517,824	3.0%
Sporting Goods, Hobby, Book, Music Stores	\$95,773	\$10,577,517	0.9%
Office Supplies, Stationery, Gift Stores	\$418,752	\$4,028,723	10.4%

Figure 20: Shares Analysis for Primary Trade Area. Source: Claritas, Inc.

For the shares analysis, anything significantly above the benchmark share of 11.3% in the PTA would represent a clustering opportunity. This means that Big Stone Gap's has a larger portion of regional retail sales in that category, as compared to the benchmark. That particular category may be a regional attractor, and there may be potential for expansion in an effort to build a retail cluster. There may also be a need to market and position the community as a destination for a that particular use.

Anything significantly below the 11.3% benchmark suggests there is a general lack of supply in that category. This would point us back to the retail leakage study to determine if there is enough opportunity to support additional space in Big Stone Gap. Finally, any retail category that is not sufficiently represented within the larger region, may also present a niche opportunity for Big Stone Gap even if there are currently no offerings in that category.

For the most part in Big Stone Gap, the shares study supports the observations of the retail leakage analysis and suggest an opportunity to expand retail offerings where supply is not currently meeting demand. There are however certain categories that do have a larger share of the regional sales when compared to the benchmark shares. Generally, the ability to build retail clusters is centered on destination based retail. Certain categories may show a much higher share than the benchmark, but are not considered clustering opportunities. Outdoor Power Equipment for example is performing exceptionally well in Big Stone Gap's primary trade area, but a community wouldn't build a cluster around a category such as this.

Retail Shares Analysis	SHARE
Total Retail Sales	11.3%
Motor Vehicle and Parts Dealers	21.6%
Automotive Dealer	24.2%
Outdoor Power Equipment Stores	34.1%
Health and Personal Care Stores	23.1%
Pharmacies and Drug Stores	23.6%
Optical Goods Stores	50.7%
Gasoline Stations With Conv Stores	14.3%
Women's Clothing Stores	41.6%
Shoe Stores	20.2%
Gift, Novelty and Souvenir Stores	31.3%
Used Merchandise Stores	33.7%

Figure 21: Shares Analysis for Primary Trade Area. Source: Claritas, Inc.

In Big Stone Gap's case, three potential clustering opportunities seem to be emerging:

- Used Merchandise – This category includes antique stores which is a major destination based retail business. Currently, Big Stone Gap's used merchandise sales represent over one-third of the entire region. This is nearly three times that of the benchmark share of 11.3%. This is a huge opportunity to build a cluster.
- Gifts Stores – very similar to antique stores, this is a destination type business and Big Stone Gap is performing well when compared to the region.
- Health & Personal Care, Pharmacies, Optical Goods – perhaps most interesting is the health related retail categories in Big Stone Gap. Each of these business types are well above the benchmark share, and while not a typical "clustering" opportunity, when considering the amount of health and associated uses located in Big Stone Gap, this

presents an argument for continuing to cultivate a health and wellness market in the Big Stone Gap Community.

Conclusions of the Retail Analysis

Based on the retail leakage and shares analyses, the following categories show the most opportunity in Big Stone Gap.

- **Food Service and Drinking Places** – The capture scenario shows over 16,678 square feet of demand. This is an excellent opportunity for Big Stone Gap because restaurants are often on the leading edge of downtown revitalization followed by expanded retail and residential. Dining in downtown can create an active environment and appeal to local residents, business travelers, and visitors alike. Of the \$19.5 million of leakage in the combined trade areas in this category, about two-thirds is in full-service restaurants, as opposed to limited service, or fast food. A typical locally owned restaurant found in similar downtown environments, is between 2,500 and 5,000 square feet. With the amount of demand showing in Big Stone Gap in this category, it seems that the community could support several of new restaurants. This is even more important in Big Stone Gap considering its visitor market and heritage tourism base. Whether coming to town for the Gathering in the Gap or the Trail of the Lonesome Pine Outdoor Drama, a visitor to town needs a nice restaurant to eat while they are here.

It is important to note that simply because there is demand does not mean that any business will be successful. This is particularly the case with restaurants and therefore it is critically important to recruit owners with sound business plans and preferably previous experience in running a successful restaurant.

- **Building Materials and Supply Dealers** – This category shows the greatest demand in terms of overall square footage. However, the 30,958 sq. ft of demand is likely misleading. First, the tertiary trade area in Norton where the Lowe's is located, is actually *gaining* \$10 million in this category. So, much of the leakage from Big Stone Gap's trade areas is likely going to Lowe's in Norton. On the other hand, the combined trade areas (including Norton) still have a certain amount of demand in "other building materials", lumberyards, and other subcategories. Ultimately, there is some opportunity here, however it is difficult to pen down. However, it is unlikely that this opportunity would be with home improvement warehousing such as Lowe's or Home Depot, for the time being.
- **General Merchandising** – There is 21,000 square feet of demand and \$16 million in combined leakage from the primary and secondary trade areas. However, the tertiary trade area where Wal-Mart Supercenter exists is gaining over \$90 million, so there is likely no opportunity here.
- **Clothing and Clothing Accessories** – With the combined trade areas leaking \$6 million in this category, the capture scenario shows a demand for 5,500 square feet of space. The vast majority of this demand is in "family clothing", but all subcategories are

represented with the exception of women's clothing. There is also demand for 1,100 square feet of shoe store space. As a frame of reference, a typical big box family clothing store such as Goody's will achieve \$4.6 million in annual sales. With this information it seems that Big Stone Gap could support a new family clothing store.

When we look at the larger region, there is also demand in all clothing categories with the exception of women's and children's clothing. With this category in particular, it is imperative that any new or expanding business in Big Stone Gap compliments other regional retail offerings that may exist, particularly in the Wise/Norton retail cluster.

- **Furniture & Home Furnishings** – These two categories are leaking about \$7 million in the combined trade areas equating to nearly 7,000 square feet in demand. As a frame of reference, a typical chain home furnishings store such as Pier One sells \$2 million annually, and has an average store size of 7,500 square feet. Big Stone Gap likely would not attract a Pier One store, but there is plenty of demand to support an independently owned furniture/home furnishings retailer.

Health Care and Wellness – A strong clustering opportunity presents itself in this category. With the regional significance of Lonesome Pine Hospital and the Wellmont Hospital System, the associated medical offices, and the overwhelming wealth of recreational resources that exist in Big Stone Gap, the Town stands in a unique position to take advantage of this growing industry. From the leakage analysis it is clear that there is already an inflow of sales in retail business associated with healthcare. Likewise, the shares analysis showed 23.1% for this category compared to the 11.3% for total retail sales. Big Stone Gap should continue to cultivate this resource, and should position itself as a healthy destination for families, seniors, and active lifestyles.

- **Antiques/Used Merchandise** – This category presents another excellent clustering opportunity that will complement the town's existing "destination" businesses and tourism uses. While there is currently some leakage in this category it is very small and shares data shows 33.7% for used merchandise compared to the 11.3% for total retail sales. Business recruitment and marketing strategies can help to secure Big Stone Gap's niche as a central market for the region's antique dealers.
- **Specialty Retail & Expansion opportunities** – Several other retail categories show demand in Big Stone Gap. Some of these are destination based uses that can help bring activity into downtown. The primary opportunities include:
 - Hardware Stores – 3,112 Sq. Ft of Demand (Typical Ace about 4,000 sq. ft)
 - Grocery Store – 4,009 Sq. Ft of Demand. This is a very limited amount of demand and would likely need to be a specialty grocer or market.
 - Sporting Goods – 1,283 Sq. Ft of Demand
 - Hobby & Craft – 1,058 Sq. Ft. of Demand
 - Radio, TV & Electronics – 1,807 Sq. Ft (Typical Radio Shack = 2,500 sq. ft)
 - Books – 850 Sq. Ft. of Demand – likely in association with another use such as a restaurant or coffee shop, or an expansion of an existing book store.
 - Gifts – 700 Sq. Ft. of Demand
 - Drinking Places – 2,493 Sq. Ft of Demand

While there is demand for all of the categories above, it is important to note that any business must have a sound business plan, should complement local and regional offerings, and must market itself within the multi-county region.

3.0 Demographics and Market Segmentation

In this section, we will look at the demographic makeup of Big Stone Gap's trade area, first by comparing trade area demographics to the region, and then by looking at the specific demographic and consumer characteristics of the various segments of Big Stone Gap's market.

3.1 Demographic Snapshot

The following charts compare population and income levels for Big Stone Gap's trade areas with the larger region. For the purposes of this analysis, Big Stone Gap and its trade areas are compared to nearby zip codes and Wise County, as well as adjacent counties and cities. In each chart, Big Stone Gap (24219) is shown in red, the primary trade area in orange, and the secondary trade area in purple.

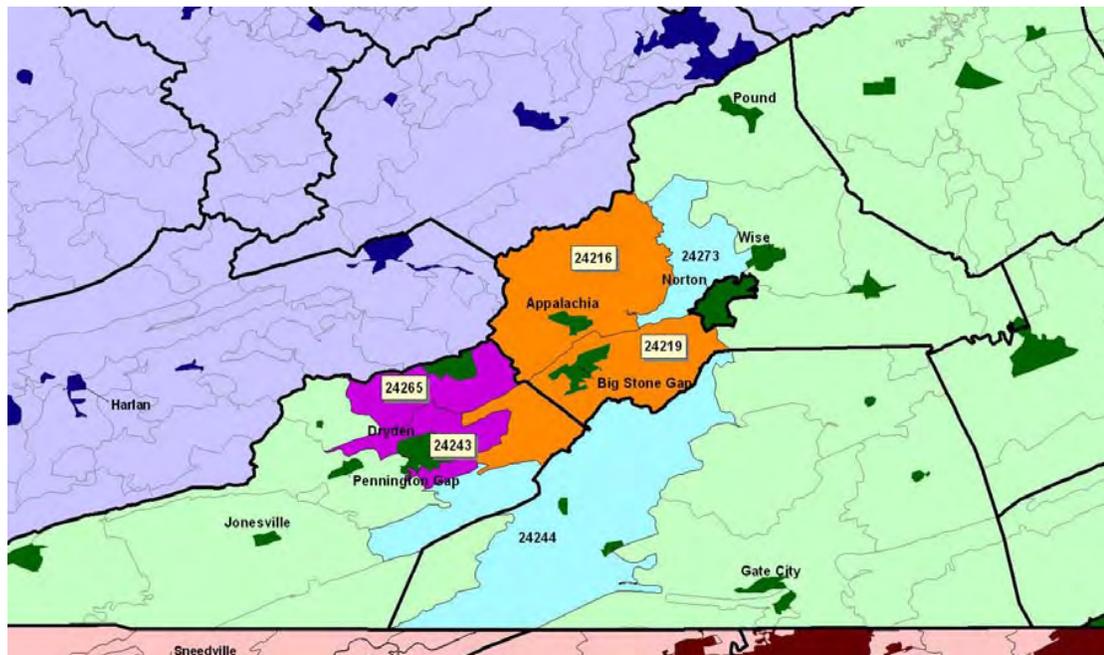


Figure 22: Big Stone Gap Region

The first chart presents the population change in area geographies between the past two census years.

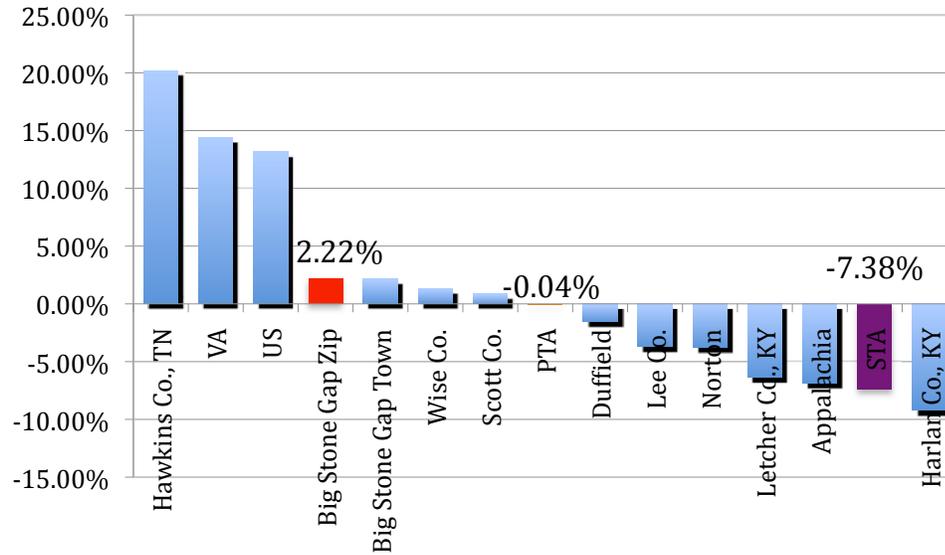


Figure 23: Regional Population Change 1990-2000. Source: Claritas Inc. US Census.

- Generally speaking, the region experienced slow or negative growth between 1990 and 2000. Both the primary and secondary trades areas experienced a decline during this time frame. Hawkins County, TN grew at the fastest rate within the region.
- The Town of Big Stone Gap grew at 2.19% and the Big Stone Gap zip code (24219) grew at 2.22% during the time between 1990 and 2000, a positive sign relative to the region’s losses.
- Of course, some of this population growth can be explained by the building of Wallens Ridge State Prison in 1999. Prisoners are counted in municipal populations in Censuses and annual estimates under the category called “group quarters”. Since the prison opened one-year prior, it’s difficult to say how many prisoners were counted during the 2000 Census. However, we do know that the average daily population of the prison in 2008 is 1200 people. Prisoners are not counted in income figures.

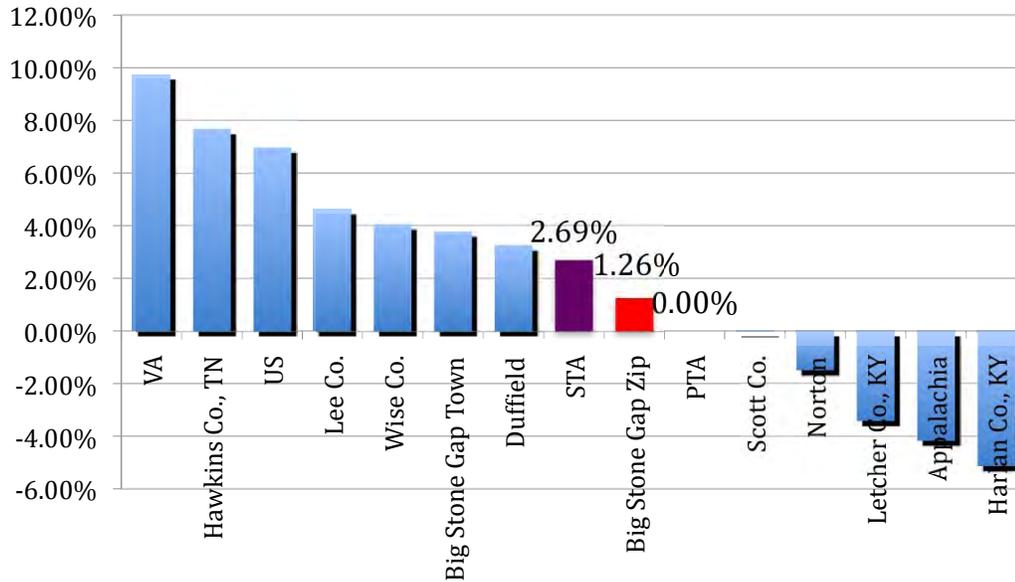


Figure 24: Population Changes estimated from 2000 through 2008. Source: Claritas, Inc.

- Estimated population growth between 2000 and 2008 shows a change from the previous decade, with steady growth. Big Stone Gap’s zip (24219) population growth remained positive at 1.26%. The STA experienced moderate growth while the PTA’s growth remained neutral. Hawkins County, TN is still outpacing the rest of the region.
- During this same time period, it is estimated that the Town of Big Stone Gap gained 3.77%. Like the previous Census years, some of this growth is likely attributed to population increases at the state prison.
- Lee County has grown much faster since 2000, likely due to the growth in Duffield.

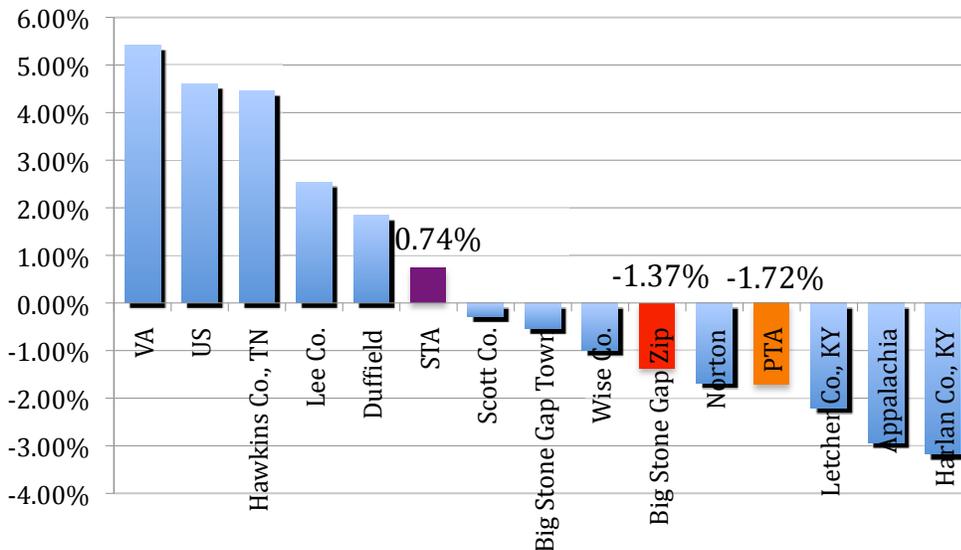


Figure 25: Population Changes projected 2008 through 2013. Source: Claritas, Inc.

- Over the next five years, population growth is projected to generally decrease within the region. The 24219 zip code and the Town of Big Stone Gap are projected to lose -1.37% and -1.72%, respectively. However, the STA is projected to have some positive growth (.74%) over the next five years.
- Lee County and Duffield zip (24244) are projected to continue a population growth pattern.

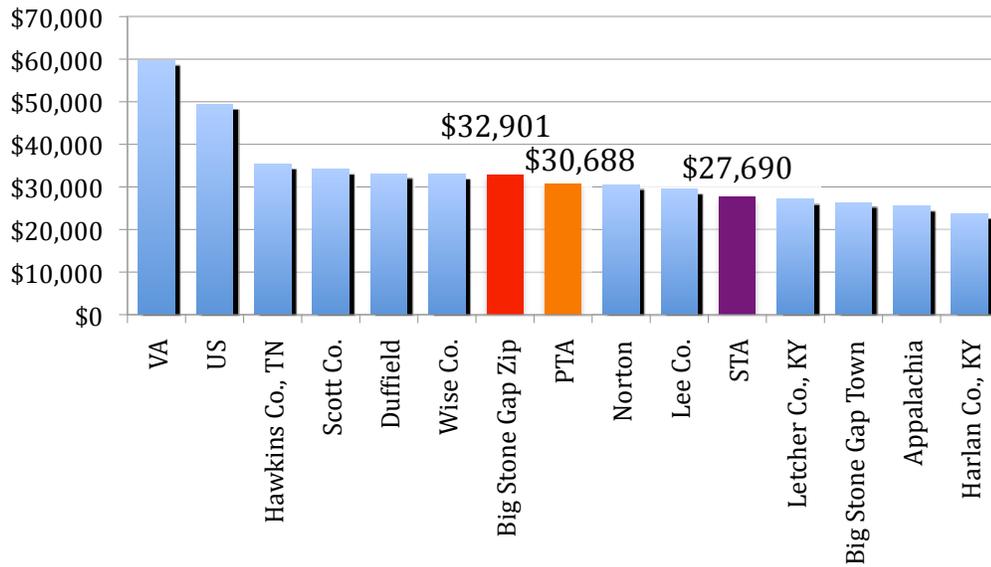


Figure 26: Median Household Income 2008. Source: Claritas, Inc.

- Income indicators show that Big Stone Gap’s zip code and primary trade area lies at the mid-range of regional median household income. The secondary trade area is slightly lower than the PTA and Big Stone Gap zip (24219) at \$27,690. This is typical of the rural geography that defines the trade area. There is not a huge variance between the low and upper ends.
- At \$26,351, the Town of Big Stone Gap’s median household income is among the lowest in the region.

3.2 Market Segmentation

A market segmentation report for Big Stone Gap’s primary and secondary trade area will give a better idea of the make up and spending habits of the residents living in the local market. This analysis breaks down the counts and percentages of social group cluster and will help identify customers based on their demographic groupings including age, gender, income, education, occupation, and ethnic group. Each cluster group will desire specific products.

This information should help local retailers and businesses concentrate on the individual subsets that exist in the trade areas. By recognizing the different segments of the market and analyzing their various needs and requirements, a retailer can more effectively focus its marketing dollars or building its inventory around the targeted market. This is particularly important in a community like Big Stone Gap that relies on the local trade areas for the majority of its business.

For this analysis, all data comes from PRIZM NE cluster groups as calculated by Claritas, Inc. The PRIZM cluster groups are centered on four groups of urbanization: Urban (such as Johnson City), Second Cities (Elizabethton), Suburbs (Mt Carmel), and Town and Rural (Big Stone Gap). For Big Stone Gap’s **combined trade area**, there are approximately 7,517 households, 100% of which fall into the “Town and Rural” category.

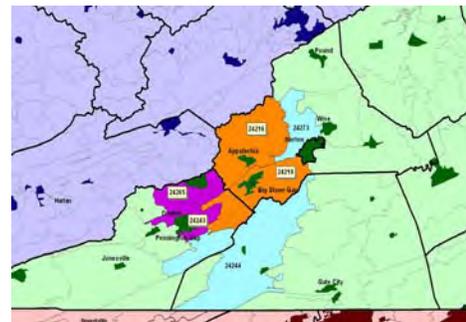


Figure 27: Big Stone Gap Combined Trade Areas

The **Town and Rural** urbanization is then broken down into social group categories as shown in the chart below. (Source: Claritas, Inc.) Each social group category has specific market characteristics.

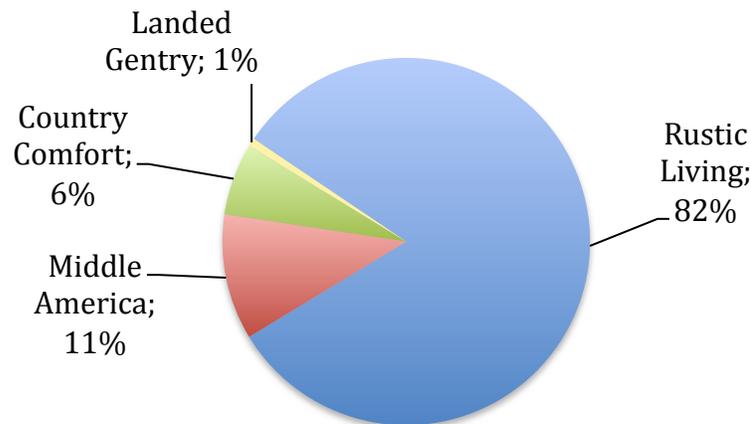


Figure 28: Urbanization & Social Group Categories. Source: Claritas, Inc

Town and Rural Social Groups:

Rustic Living households represent somewhat rural areas and towns. They have modest income levels, lower levels of education, and blue-collar occupations. They live in older, smaller homes and have a mixed makeup of young and old, married and unmarried, white and black. This group enjoys social activities with families and church. They enjoy outdoor activities such as fishing and hunting, and have traditional values. Their median household income is \$29,187. This group represents **82%** of Big Stone Gap's combined trade area.

Middle America families are middle-class households that are predominantly white, high school educated, and are typically married couples to large families. These are conservative customers with conservative values. They enjoy antique collecting, outdoor activities such as hunting and fishing, crafts, and are attracted to local sports teams. Their median household income is \$39,986. This group represents **11%** of Big Stone Gap's combined trade area.

Country Comfort households are typically middle-class families and married couples. They have some level of college education and own their own homes. They enjoy middle-class activities such as barbecuing, gardening, woodworking, and playing golf. They often drive SUVs and trucks. Their median household income is \$52,478. This group represents **6%** of Big Stone Gap's combined trade area.

Landed Gentry are wealthy households that have migrated to smaller boomtowns. They have college degrees, professional jobs, large homes, and are very likely to telecommute. Products they buy are consumer electronics, computer technology, books, luxury cars and vehicles, children's toys, and exercise equipment. Land Gentry median household income is \$78,247. This group represents **1%** of the households in Big Stone Gap's combined trade area.

Life Stage Groups:

The combined trade areas are then grouped by life stage categories. PRIZM Life Stage categories are based on affluence, the age of the households, as well as the family type, or presence of children. There are three classes of life stage including “Younger Years”, “Family Life”, and “Mature Years” (Source: Claritas, Inc.)

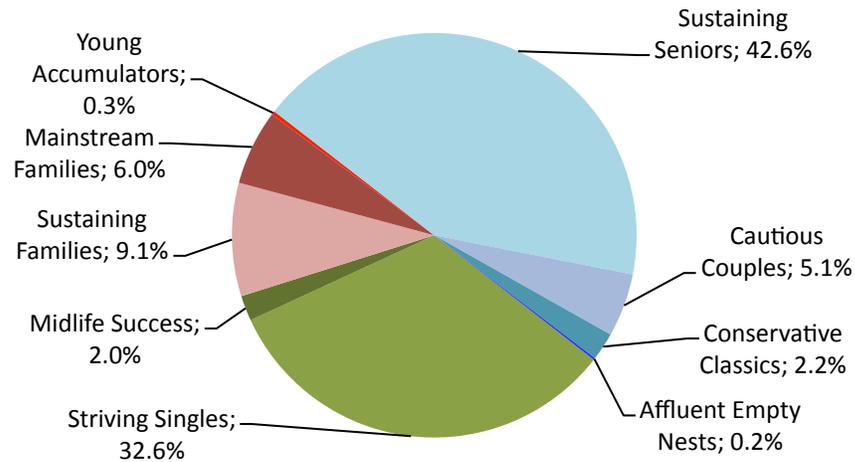


Figure 29: Life Stage Categories. Source: Claritas, Inc

The chart shows “Family Life” in Red, “Mature Years” in Blue, and “Younger Years” in Green. Big Stone Gap’s combined trade area’s life stage categories breakdown as follows:

Family Life - 15.4%
 Younger Years - 34.6%
 Mature Years - 50.0%

The largest three subcategories include:

Sustaining Seniors are part of the “Mature Years” category and are lower-income residents. The category is made up of a mixture of races, many of which are over 65 with less than \$25,000 in income. They like to watch TV, garden, sew, and are members of active organizations. This makes up **42.6%** of Big Stone Gap’s market area.

Striving Singles, are part of the “Younger Years” life stage, and make up **32.6%** of Big Stone Gap’s trade areas. These single households are typically younger with lower incomes and blue collar or service jobs. They live in apartments & mobile homes and often rent. They enjoy outdoor sports, movies, music, and fast food and their median household income is around \$19,000.

Sustaining Families are part of the “Family Life” life stage and make up about **9.1%** of Big Stone Gap’s trade areas. These families are the least affluent of family life groups, are blue-

collar and typically live in older apartments and mobile homes. They like playing games and sports, shopping at Wal-Mart, and watching TV. Their median income is just over \$16,000.

Market Segments:

Finally, each of these social and life stage groups can be broken down into detailed subcategories as identified in the chart below. The chart represents a breakdown of **all** the segments in the overall market base in Big Stone Gap's combined trade area.

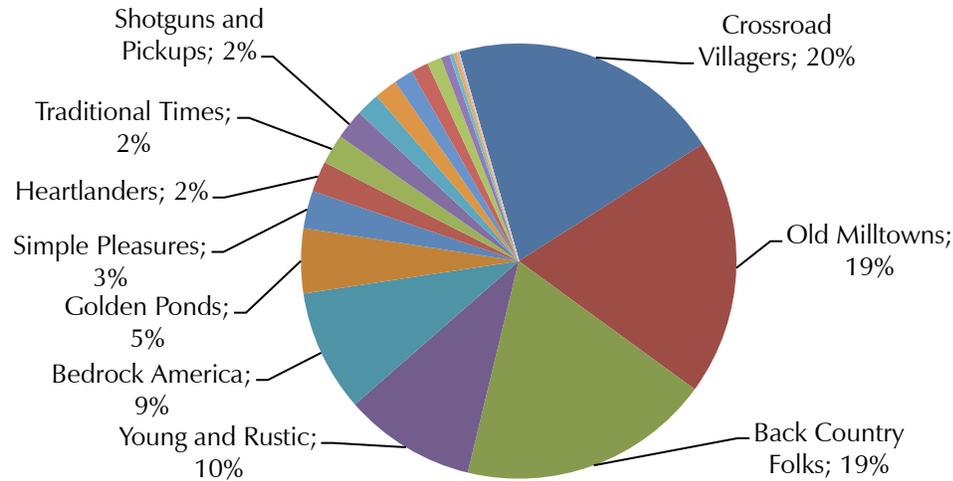


Figure 30: Segmentation Subcategories. Source: Claritas, Inc

The demographic characteristics of each social group subcategory are detailed on the following page.

This analysis presents a demographic breakdown of Big Stone Gap's primary and secondary trade areas. It identifies the lifestyle and social characteristics of the full spectrum of residents in the market. Individual retailers in Big Stone Gap each have their own niches and intended markets, and most likely will not accommodate the comprehensive market. However, understanding the true makeup of the market will help the merchants make marketing decisions including targeting specific segments, expanding product lines, and determining how to maximize their advertising expenditures.

PRIZM Code	Area Name	Area Households	Pct.	US Base Households	Pct.	Predominant Income	Age Range	Predominant HH Composition	Predominant Tenure / Housing Type	Predominant Education Class	Predominant Employment	Predominate Ethnic Diversity
56	Crossroads Villagers	1535	20.42%	2447545	2.13%	Downscale	Age <45	Married Couples	Owner / SFDU, Mobile	Elem. School, H.S.	WC, Service, BC, Farm	White
57	Old Milltowns	1432	19.05%	1907109	1.66%	Downscale	Age 65+	Singles/Couples	Mix / SFDU, Mobile	Elem. School, H.S.	WC, Service, BC	White, Black
58	Back Country Folks	1409	18.74%	2496583	2.18%	Downscale	Age 55+	Married Couples	Owner / SFDU, Mobile	Elem. School, H.S.	Service, BC, Farm	White, Black
48	Young and Rustic	735	9.78%	2332043	2.03%	Downscale	Age <35	Singles/Couples	Renter / SFDU, Lo-Rise Multi	H.S. Graduate	WC, Service, BC	White
64	Bedrock America	681	9.06%	2094027	1.83%	Downscale	Age <35	Families w/Kids	Mix / SFDU, Mobile	Elem. School, H.S.	Service, BC, Farm	White, Black, Hispanic
55	Golden Ponds	362	4.82%	1840549	1.60%	Downscale	Age 65+	Singles/Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, Service, BC, Farm	White
38	Simple Pleasures	210	2.79%	2693711	2.35%	LowerMid	Age 65+	Singles/Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, Service, BC, Farm	White
43	Heartlanders	171	2.27%	2346426	2.05%	LowerMid	Age 45+	Married Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, BC, Farm	White
28	Traditional Times	167	2.22%	3333156	2.91%	Midscale	Age 55+	Married Couples	Owner / SFDU	Some College	WC, BC, Farm	White
51	Shotguns and Pickups	166	2.21%	1936554	1.69%	LowerMid	Age 25-44	Families w/Kids	Owner / SFDU, Mobile	H.S. Graduate	WC, BC, Farm	White
37	Mayberry-ville	133	1.77%	2910693	2.54%	Midscale	Age 35-64	Married Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, BC, Farm	White
42	Red, White and Blues	128	1.70%	1318372	1.15%	LowerMid	Age 25-44	Married Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, Service, BC	White
50	Kid Country, USA	108	1.44%	1492387	1.30%	LowerMid	Age <45	Families w/Kids	Mix / SFDU, Mobile	Some College	WC, Service, BC, Farm	White, Hispanic
33	Big Sky Families	97	1.29%	2184896	1.90%	Midscale	Age 25-54	Families w/Kids	Owner / SFDU, Mobile	Some College	WC, BC, Farm	White
32	New Homesteaders	80	1.06%	2253925	1.97%	Midscale	Age 25-44	Families w/Kids	Owner / SFDU, Mobile	Some College	WC, BC	White
45	Blue Highways	49	0.65%	1930410	1.68%	LowerMid	Age 25-44	Married Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, BC, Farm	White
20	Fast-Track Families	23	0.31%	2007267	1.75%	Upscale	Age 25-54	Families w/Kids	Owner / SFDU	College	WC	White
25	Country Casuals	19	0.25%	1862064	1.62%	UpperMid	Age 35-64	Married Couples	Owner / SFDU	Some College	WC, BC	White
09	Big Fish, Small Pond	12	0.16%	2650000	2.31%	Upscale	Age 45+	Married Couples	Owner / SFDU	College Grad.+	Exec, Prof, WC	White
Total		7517	100.00%	114694201	100.00%							

Class	Median HH Income
Upscale	>70k
UpperMid	60-70k
Midscale	45-60k
LowerMid	32-45k
Downscale	25-32k

Term	Employment
WC	Office white collar
BC	Blue Collar
Service	Service Industry
Farm	Farm
Prof	Professional white collar

Figure 31: Segmentation Subcategory Descriptions. Source: Claritas, Inc

Demographic and Segmentation Observations

Based on the demographic snapshot and market segmentation, the following observations can be made.

- Overall, the region has experienced a moderate **population** decline. Initially, Big Stone Gap, and the Big Stone Gap zip (24219) showed moderate population growth from 1990 to present, however it is predicted that the growth will slightly decline through 2013. Some of the initial population growth can be attributed to the new prison. While much of the region is projected to lose population in the next five years, Duffield, Lee County, and the Secondary Trade Area are showing a slight increase.
- Regional **income** levels are as expected for rural communities in Southwest Virginia. The Big Stone Gap zip code and its PTA are in the middle range of the median household income, but the Town of Big Stone Gap has some of the lowest incomes in the region. Of course, there is very little variation between the lowest and highest regional income levels, and all are nearly half that of the state average.
- **Market Segmentation - Social Groups.** The vast majority of Big Stone Gap's market (82%) is classified as "Rustic Living". This category is typical in rural agrarian areas and is made of generally blue collar, simple-living persons in a mixture of ages and races. The next largest category (11%) is "Middle America" families made up of middle-class white households.
- **Market Segmentation – Life Stage.** Big Stone Gap's trade areas are generally made up of older generations, as half (50%) could be considered in their "Mature Years". "Sustaining Seniors" represent the largest subcategory (42.6%) and includes lower income residents, age 65 and older.
- **Market Segmentation – Subcategories.** Of the 65 segmentation subcategories, the largest is "Crossroads Villagers" (20%) who are described as classic rural lifestyle, white-collar families; and "Old Milltowns" (19%), lower-income families and singles from manufacturing (or in this case coal) towns.
- Market Segmentation - Big Stone Gap should attempt to provide a variety of business, retail and restaurant offerings to meet the needs of its customer base.
- **Market Segmentations – Targets Segments.** To diversify the overall market, Big Stone Gap should focus residential recruitment efforts on the middle range categories of "Mayberryville", "New Homesteaders", and "Country Casuals", among others. These categories are generally middle to upper-middle incomes couple and families and mixture of ages.

4.0 Housing

This section will take a look at a snapshot of the housing market in Big Stone Gap in order to determine opportunities for residential growth and new housing investment in the community. General demographic trends will be presented first, followed by an analysis of the existing market.

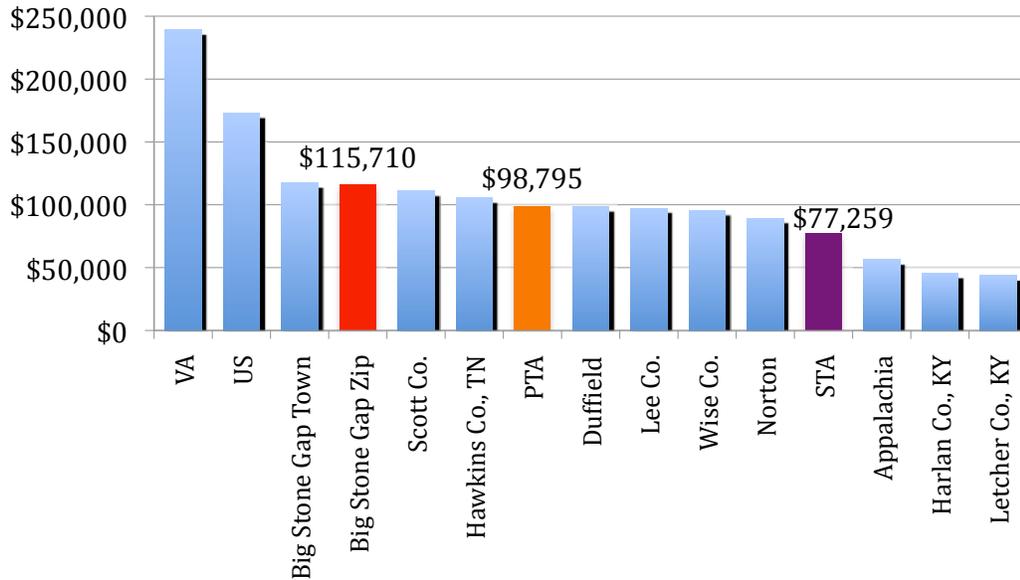


Figure 32: 2008 Median Housing Unit Value. Source: Claritas, Inc.

The table above shows regional median housing unit value for the current year. Big Stone Gap town and zip show the highest local values, though both figures are under that of the National and State averages. Big Stone Gap’s STA has a median housing unit value of \$77,259, putting it towards the lower end of the region’s housing values. The PTA’s Median Housing Value is \$98,795, representing the region average. Despite Big Stone Gap’s strong regional values, Wise County was towards the lower end of the range with a median value of \$89,159.

Housing Unit Growth

The two tables below show the percentage of units built by decade for the Town of Big Stone Gap and the primary trade area. In Big Stone Gap, 47.86% of the housing units were constructed prior to 1969, and the median year built was 1971. The PTA saw 43% of its housing stock built during the same time period with a median year built of 1973. While not shown, the secondary trade area shows a similar pattern. Interestingly, it appears from all sets of data that while early pre-1940s growth occurred with the coal companies, construction increased rapidly in the 1970’s and 80’s in each study area. Since 1990, the areas have seen approximately 20% of their housing stock built.

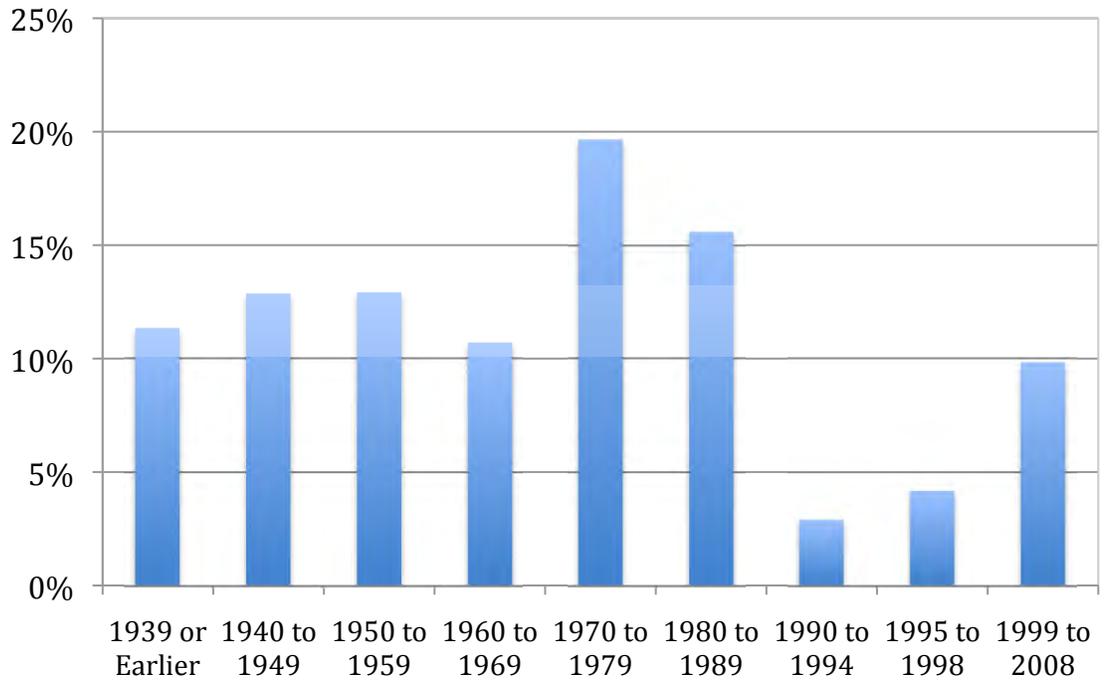


Figure 33: Percent Housing Units by Year Built for **Town of Big Stone Gap**. Source: Claritas, Inc.

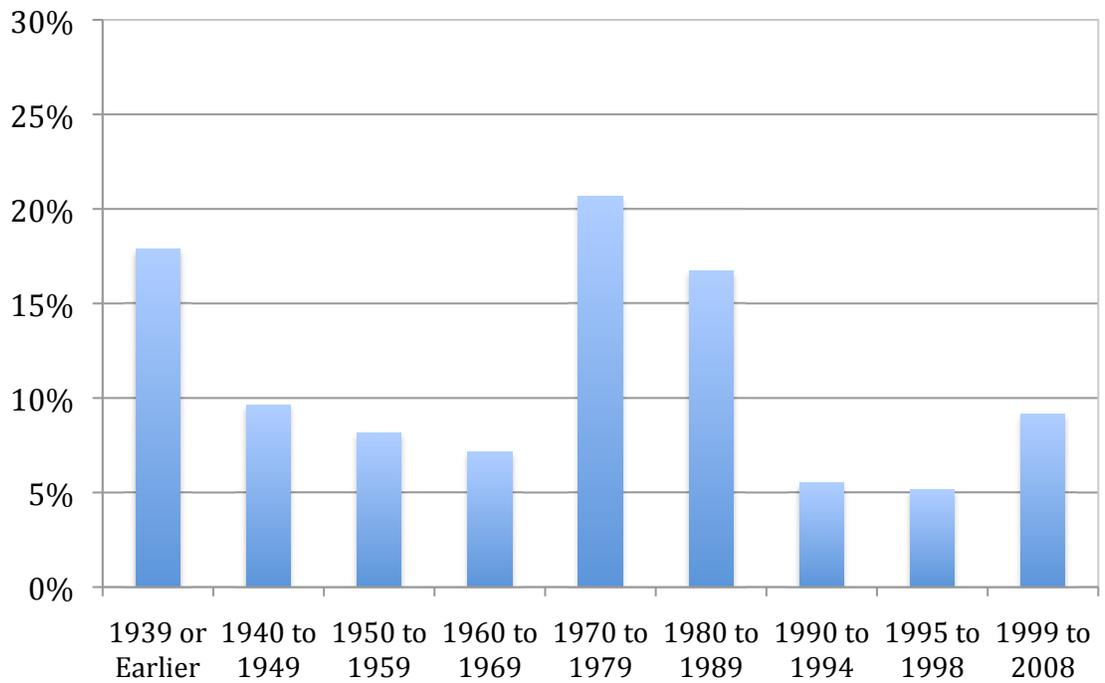


Figure 34: Percent Housing Units by Year Built for **Primary Trade Area**. Source: Claritas, Inc.

Local Trade Area Housing Demand

This section projects annual housing demand in Big Stone Gap's trade areas by tenure, price point, and housing type over the next ten years. The numbers presented here relate to demand in the combined trade areas encompassing four zip codes (Big Stone Gap, Appalachia, Dryden, and Keokee). The demographic trends presented previously showed a general decline in projected population for Big Stone Gap, and these trends are reflected in the housing numbers. Still, these numbers do show demand for certain portions of Big Stone Gap's market.

Housing Units	Census 2000		2008	2013
			Estimate	Projection
Occupied	7,253	93.9%	7,413	7,474
Owner	5,324	66.5%	5,368	5,344
Renter	1,929	27.4%	2,045	2,130
Vacant	790	6.1%	910	987
Total	8,043	100%	8,323	8,461

Housing Units	2018	2018	Change 2008-2018	Total Annual Estimated Demand
	Projection	Percent		
Occupied	7,535	88.4%	122	12
Owner	5,320	62.4%	-48	-5
Renter	2,215	26.0%	170	17
Vacant	987	11.6%	77	8
Total	8,522	100%	199	20

Figure 35: Housing Projections for Primary Trade Area. Source: US Census. ESRI. Arnett Muldrow & Associates

The table above shows total annual estimated demand for Big Stone Gap's trade areas for both owner and renter occupied housing units. The 2018 projection is extrapolated from the increase in units from 2000 projected to 2013. Over the next ten years, there will be a demand of 12 housing units per year, a relatively small amount likely due to the projected population decline. Demand for owner occupied units is expected to decrease annually over the next decade. On the other hand, there is a project demand of 17 additional rental units per year over the next decade.

These numbers for owner and occupied housing units are in aggregate form. Demand may vary by different price points and housing types, which are presented below.

Unit Value	Census 2000		2008 Estimate	2013 Projection
> \$50,000	2,590	48.74%	1,022	919
\$50,000 - \$99,999	2,009	37.81%	1,378	1,358
\$100,000 - \$149,000	393	7.40%	1,125	1,202
\$150,000 - \$199,999	140	2.63%	1,010	951
\$200,000 - \$249,999	94	1.77%	341	417
\$250,000 - \$299,999	47	0.88%	157	174
\$300,000 - \$399,999	21	0.40%	148	147
\$400,000 - \$499,999	8	0.15%	83	80
\$500,000 - \$749,999	5	0.09%	76	67
\$750,000 - \$999,999	2	0.04%	14	17
\$1,000,000 +	5	0.09%	14	12
	5,314	100%	5,368	5,344

Unit Value	2018 Projection	2018 Percent	Change 2008-2018	Total Annual Estimated Demand
> \$50,000	816	15.3%	-206	-21
\$50,000 - \$99,999	1,338	25.2%	-40	-4
\$100,000 - \$149,000	1,279	24.0%	154	15
\$150,000 - \$199,999	892	16.8%	-118	-12
\$200,000 - \$249,999	493	9.3%	152	15
\$250,000 - \$299,999	191	3.6%	34	3
\$300,000 - \$399,999	146	2.7%	-2	0
\$400,000 - \$499,999	77	1.4%	-6	-1
\$500,000 - \$749,999	58	1.1%	-18	-2
\$750,000 - \$999,999	20	0.4%	6	1
\$1,000,000 +	10	0.2%	-4	0
	5,320	100%	-48	-5

Figure 36: Owner Occupied Housing Demand by Unit Value. Source: US Census. ESRI

The table above shows owner occupied housing demand by range of unit value for the trade areas. As mentioned previously, it shows a decrease in overall demand over the next ten years. However, there is positive annual demand in price points between \$100K to \$149K (15 units/year) and \$200k to \$299k (18 units per year).

2000

Units in Structure		Housing Units		Occupied Units	
		Number	Percent	Number	Percent
Single Family	Detached	5,507	68.4%	5,008	69.0%
	Attached	63	0.8%	63	0.9%
	Mobile Home	1,817	22.6%	1,624	22.4%
Duplex	2	64	0.8%	38	0.5%
Multifamily	3 to 4	178	2.2%	144	2.0%
	5 to 9	265	3.3%	233	3.2%
	10 to 19	75	0.9%	73	1.0%
	20 to 49	43	0.5%	42	0.6%
	50 or More	23	0.3%	23	0.3%
	Other	19	0.2%	9	0.1%
			8,054	100.00%	7,257

Occupied Units In Structure		2008	2013	2018	Total Annual Estimated Demand
Single Family	Detached	5,116	5,158	5,200	8
	Attached	64	65	65	0
	Mobile Home	1,659	1,673	1,686	3
Duplex	2	39	39	39	0
Multifamily	3 to 4	147	148	150	0
	5 to 9	238	240	242	0
	10 to 19	75	75	76	0
	20 to 49	43	43	44	0
	50 or More	23	24	24	0
		7,413	7,474	7,535	12

Figure 37: Occupied Housing Unit Demand by Unit Type. Source: ESRI

In the next ten years, 69% of the annual demand for housing units will be for single-family detached units. Nearly 23% of the annual demand will be for mobile homes. According to these projections, there will be very little demand for multifamily units, only about one unit per year. These projections include both owner and renter occupied units.

It should be noted here for the housing *unit* study only, that the 2008 through 2018 projections are extrapolated directly from 2000 Census percentages on numbers of housing units. Nine years removed from the previous census, these numbers may not be greatly accurate. This does not apply to the previous studies on Tenure and Price Point. Both of those use current year estimates and five-year projections from Claritas, Inc.

Housing Market Observations

- The Town of Big Stone Gap and its zip code have some of the highest home values in the region. This is likely due in part to its history of the early coal industrialists settling in Big Stone Gap and Powell Valley. It also may stem from the more recent history of the growth of the Lonesome Pine Regional Hospital and other employment uses that have seen the 1970s and 1980s residential growth in areas like Holton Avenue and Valley View Drive.
- Population growth is expected to be stagnant and even decline over the next ten years. This is reflected in the demand for new housing as there is a projected annual need of just 12 new units per year for the next decade.
- Most price points are showing a decline in demand, with the exception of homes in the range of \$100 to \$149k (15/year) and \$200 to \$299k (18/year). This demand relates to the primary trade area as a whole, including both the Appalachia and Big Stone Gap zip codes.
- Single-family detached homes and mobile homes make up the bulk of the 12 units projected annually.
- The first analysis on tenure suggests a general decline in demand for owner occupied housing and an increase in need for rental units. In relation to this downtown master plan, there may be a mid or long-term opportunity to identify market rate housing opportunities in downtown, perhaps targeting seniors or empty nesters. There are already a number of residential units in downtown Big Stone Gap right now, and any new units would preferably be part of a mixed-use redevelopment, or perhaps even an infill site.

5.0 Economic Restructuring & Physical Improvement Plan

The following section represents both the economic restructuring and physical improvement plan for Big Stone Gap. The observations and recommendations here build off of the market analysis as well as public input received during the project kickoff November 18th – 20th, and follow up visits during the week of December 15th. Ultimately, these recommendations represent a strategic **long-term, market-based master plan for Big Stone Gap.**

For the purposes of this master plan, we looked at two separate study areas from which to do analysis and form recommendations. The first is the “downtown” boundary shown below in red, representing an area where many of the physical improvements, particularly façade and streetscape considerations, are concentrated.

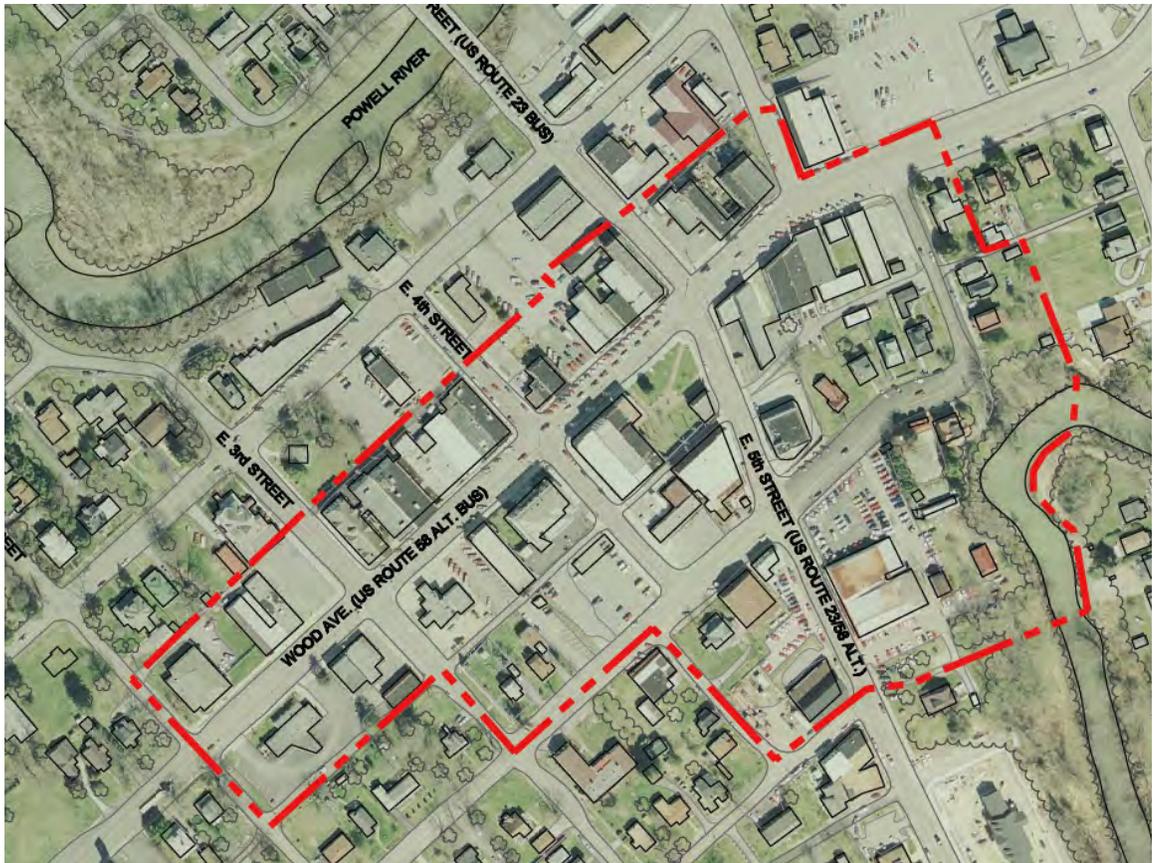


Figure 38: Downtown Study Area.

The second boundary is an extended study area that contains the entire core of the community including downtown and adjacent neighborhoods, much of Big Stone Gap's corporate limits, and the key corridors leading to and from town. Several key projects and broader physical planning recommendations are included within this boundary, as are the economic development strategies. Regarding overall economic restructuring and marketing recommendations, this master plan is *community-wide* regardless of the study area boundary.



Figure 39: Expanded Study Area

Four key strategic areas were identified as part of this master plan. Each strategic area is presented in detail in this chapter, followed by its key issues and a goal for the future. Finally, short, medium, and long-term implementation tasks are presented for each strategic area. The section is summarized in the strategy board that follows the recommendations. Ultimately, the strategy board represents the long-range work plan for Big Stone Gap and its implementation partners.

The four key strategic areas are:

- **Diversification:** Economic Restructuring
- **A Story To Tell:** Marketing & Promotion
- **A Sense of Place:** Physical Improvement Plan
- **Cooperation:** Organization & Implementation

It should be noted that these four strategies mirror the 4-point model for downtown revitalization followed by the National Main Street Center, a tried and true comprehensive strategy for downtown revitalization. In Big Stone Gap's case, we strongly feel that the implementation of the master plan should follow this model.

5.1 Diversification: Economic Restructuring

The first core strategy focuses on creating business support and economic development activities in Big Stone Gap. Building effective business retention and recruitment programming must be based in an understanding of the market and its economic forces.

While the market analysis gives us this understanding, it is just as important to promote the market opportunities, while also providing potential incentives for new investment. A good analogy would be a county industrial development authority that acquires data on individual sites and workforce, promotes specific development sites for new prospects, and provides necessary infrastructure and perhaps tax incentives to convince these prospects to locate in the county. A community like Big Stone Gap can follow the same methodology but on a smaller scale. Ultimately, there is no magic bullet, and an effective strategy must be a grassroots effort based on strong partnerships between public and private sector agencies. In Big Stone Gap's case, the Town, Gap Partnership, LENOWISCO, Mountain Empire Community College, and individual businesses will each play a role in accomplishing these objectives.

5.1.1 *The Issues*

- The base for Big Stone Gap's businesses is highly localized with 57.5% of all customers coming from the primary 24219 zip code. 77% of all customers come from Wise County and 93% come from Wise, Lee and Scott Counties combined. This represents Big Stone Gap's bread and butter market by far, and it is critically important that their needs are supported.
- Big Stone Gap's local trade areas are relatively small, reaching out to the citizens of Big Stone Gap and Appalachia, while extending out to rural areas to the southwest. The competitive market of Wise/Norton is likely affecting Big Stone Gap's trade areas to the north due to the significant regional retail cluster there. Still, Big Stone Gap is performing relatively well in these specific markets.
- While there was a small visitor sample due to the timing of the survey, there were still positive indicators of a broader than normal visitor market. Further study, with a larger visitor sample, would provide a greater level of clarity for this issue.
- Big Stone Gap's business diversity shows a well-rounded character. There are a variety of businesses including local retail, services, banks and national chains throughout the community including downtown. This is not always the case in peer communities, particularly as they may be struggling with extended vacancies and a general lack of businesses.
- Big Stone Gap has a unique history that is illustrated in the number of "destination" opportunities it provides for visitors. Several tourist-oriented, cultural and destination retail offerings add to Big Stone Gap's distinct character. Similarly, the concentration of healthcare, business and recreation uses have, to a degree, made Big Stone Gap a wellness destination.

- Vacant spaces in Big Stone Gap's downtown are still present. These underutilized spaces present an opportunity for revitalization. Up to this point, there has been little "new" investment in the core of the community.
- Demand exists for just over 100,000 square feet of new retail space. Key retail categories include: Food Service and Drinking Places, Clothing, Furniture and Home Furnishings, Healthcare and Wellness, Antiques as well as specialty stores such as Sporting Goods, Hobby & Craft, Books, Gifts, Hardware, Electronics, and Specialty Grocery.
- While housing values are strong in Big Stone Gap relative to the region, future demand is limited in terms of owner occupied housing. This issue has been complicated further by the current state of the economy, and solutions to this issue are dependent upon the recovery of the national lending industry.
- Retail offerings must complement the regional offerings in Wise/Norton in particular. However, Big Stone Gap may be poised to focus on destination based, and independently owned retail uses. This will complement the more regional chain offerings in Wise/Norton.
- In line with other destination offerings, Health, Wellness and Parks will be a key niche that will complement other activities in the community.
- Currently, there is no economic development entity in Big Stone Gap focused on small business and retail recruitment and support.

5.1.2 Goal

Big Stone Gap will diversify its economic base, creating activity by recruiting a variety of restaurant and destination based retail uses, shore up local demand, and cultivate new recreation based and cultural uses.

5.1.3 Action Strategies

Short-term economic development activities would focus on business support and retention, as well as activities that would require the least amount of new capital. They will also outline responsibilities and lay the foundation for future strategies.

Short Term – 2009

- ***Partner with Mountain Empire Community College to build and promote business support programming.*** Partner with the Small Business Development Center (SBDC) at MECC to offer free training to local businesses in business planning, marketing, management, and financial planning. The agency offers a wide range of business development opportunities including:

- *Business Planning* - assist potential and existing entrepreneurs with strategic planning.
- *Marketing* – learn how to position a business and promote to target customers.
- *Financial Planning* – including financial analysis, locating access to financing, capital, loan application assistance, etc.
- *Management Skills* – counsel on becoming an effective and efficient manager.
- *Training & Technical assistance*– growth, networking, understanding customer needs, e-commerce, website design, and QuickBooks financial software.

Big Stone Gap is in a unique position because much of the counseling is done on site at MECC campus, while workshops are generally at the nearby Pioneer Center in Duffield.

Quite often, local mom & pops and start up businesses do not know these services exist, and they simply need to be promoted by the local community. Therefore, this implementation task generally involves communicating to existing and potential business owners the services and programs that the local SBDC has to offer. Having Tim Blankenbecler, director of the SBDC, attend a quarterly meeting of Big Stone Gap businesses, can ensure that everyone is aware of these invaluable services. Also, direct links into the SBDC's website from the Town or GAP Partnership's sites can be helpful.

- ***Recruit businesses based on demand identified in market analysis.*** It is important that any recruitment effort be tied to the findings of market analysis in order to convert unused or underutilized space to be economically productive. Early recruitment efforts should target the immediate needs of the community rather than seeking businesses that may require a more comprehensive and expensive marketing strategy to establish a customer base. The space demand showed just over 100,000 square feet of potential, with most demand being in the following categories:
 - **Food Service & Drinking Places** - About 16,600 Sq. Ft of demand. About 2/3 Full-Service Restaurants
 - **Furniture and Home Furnishings** – 7,000 Sq. Ft of total demand.
 - **Clothing** - About 5,500 Sq. Ft of demand, as well as 1,100 Sq. Ft. for shoes.
 - **Healthcare and Wellness** – Clustering opportunity. 23.1% market share indicates potential to expand regional niche.
 - **Antiques** – Clustering opportunity. 33.1% market share indicates an opportunity to compliment used merchandise sales with other local destination businesses.
 - Other opportunities for expansion are identified in the market analysis, but would include hardware, sporting goods, hobby & craft, gifts, books, among others.
- ***Facilitate architectural survey and State and National Register District Nomination for downtown Big Stone Gap & adjacent neighborhoods.*** Working with property owners, local historians, and the Virginia Department of Historic Resources, Big Stone Gap should complete a survey of its historic architecture in downtown and residential areas. It is important to document historic resources not only to increase awareness and appreciation of preservation, but also as a precursor to any historic district designation.

Downtown Big Stone Gap would likely qualify as a National Register Historic District. Designation brings with it significant financial incentives for historic preservation, helping property owners make needed improvements to their buildings. Similarly, Big Stone Gap has some distinctive neighborhoods and homes that may also qualify. Even without incentives,

the honorary nature of historic designation is important to celebrate and communicate Big Stone Gap's history.



Figure 40: Historic Resources in Big Stone Gap

An architectural survey would be the initial step, followed by completing a nomination for listing on the Virginia Landmarks and National Registers. Both would be facilitated through the Department of Historic Resources, and both represent an official list of properties and districts important to state and federal history. Neither program restricts the use or requires any improvements to designated properties. Currently, there are six buildings individually listed on the National Register of Historic Places including June Tolliver House, Christ Episcopal, John Fox Jr. House, Southwest VA Museum, Terrace Park Log Cabin, and the US Post Office/Courthouse.

- **Create available properties database.** While Big Stone Gap has a better occupancy rate than most communities in the region, it does have a number of vacant and underutilized spaces in downtown and its corporate limits. In order to help realize the potential demand identified in the market analysis, Big Stone Gap should build an available properties database of all vacant space (not simply entire buildings) in downtown. It should include key data such as square footage, location, zoning, utilities, price, rental rates, etc, as well as the general condition of the building.

Fortunately, the management team has already assembled much of this information in the business surveys conducted in the early stages of the process. These opportunities should be readily available – on the web, in print, and in the hands of local real estate professionals.

- **Conduct Additional Zip Code Surveys.** Big Stone Gap seems to have a healthy visitor market, yet this market analysis took only a snapshot of that portion of the market. It is recommended that the community conduct the same one-week survey in the Spring, in July or August (during the time of the Drama), and one more in the Fall, likely at the height of Fall colors. The Town can do this research on its own without securing a consultant.

102 South Main Street

Available for Development

The McNeely-Young Building, 102 South Main Street, Salisbury, NC

Building Description:

The **McNeely-Young Building**, circa 1868, is a 3 story Italianate commercial building that contains approximately 1,823 square feet over 3 floors in the heart of Downtown Salisbury.

Downtown Salisbury, Inc. (DSI) renovated to the point of a completed shell including a new storefront, fire rated stairwell to second and third floors, new roof with R-31 insulation on top (wood beams and decking can be left exposed) and separate utility service to each unit. Further upfits within the unit will be the responsibility of the new owner(s).

New owner will receive tax credits on work performed by DSI and additional work they perform provided they meet required criteria for historic rehabilitation.

Figure 41: Available Property Marketing in Salisbury NC.

Mid Term – 2010-2011

Mid-term economic development activities will begin to build incentive programs and systems that will likely require strong partnerships and capital expenditures.

- **Create small business incentives to support existing businesses as well as recruit new businesses.** In order to attract the right mix of businesses, a retail recruitment strategy must have incentives paired to the data of the market analysis. Successful incentive programs could include:
 - *Business license abatement* – Forgoing an annual business license for a *targeted business use* is relatively inexpensive, but can go a long way in helping a startup mom & pop business attain financial feasibility.
 - *Marketing assistance* – Many independently owned businesses have very little budget for marketing their business or products, and therefore have difficulty in getting the word out. Small marketing grants of \$500 or less can be very helpful in producing a sign, radio advertising, assisting in website development, or other activities.
 - *Business Planning* – Some communities have had success in sponsoring annual business planning competitions whereby one or more business owners with sound business plans could receive a small grant. These programs would generally be facilitated by a GAP Partnership type organization, and would be open to existing businesses.
 - *Other Small Grants* – Other small grants earmarked for utilities assistance or a twelfth-month rental subsidy can be very helpful to independently owned businesses trying to make ends meet, particularly in today's economic times.
- **Begin to recruit active based businesses.** Big Stone Gap has a well-rounded downtown with a variety of uses, chains, restaurants, and tourist destinations. While many of its revitalization issues are physical, there is still an opportunity for the community to capitalize on expanding its **active uses** in downtown and creating an environment that truly is a destination.
 - Pair *businesses types* identified in the market analysis with the appropriate *building types* available in downtown Big Stone Gap. For example, a retail or restaurant use has a better opportunity of being successful in a building with a traditional storefront with large display windows, adequate access, and good visibility. An office use has more flexibility in terms of a space. In creating the available properties database and preparing the data for marketing, the Town should identify the most desirable uses for each building. Of course, the market and private sector will ultimately decide how the building develops, but having an understanding and a vision can help it develop in a manner that can create a more active downtown.
 - Considering the wealth of recreation activities that already exist *within* Big Stone Gap, as well as the significant planning efforts that are happening in the region (Rails to Trails, ATVs, Hiking, Spearhead Trails Initiative, etc.), Big Stone Gap should aggressively target additional recreation based businesses such as bike shops and outfitters. Big Bore is a great example of this type of unique business. Our market analysis shows a slight local demand for recreation retail, but new businesses likely will pull from a larger area, particularly as the regional recreational systems expand.

- Similarly, Big Stone Gap should continue to pursue expansion of its existing recreation activities such as coordinating trail development with the Spearhead Trails initiative, and pursuing the feasibility of developing a recreational use at Big Cherry Reservoir. Ultimately, Big Stone Gap should be the “**Trailhead**” for the entire Coalfield region.
- Finally, the community should continue to pursue destination-based retail such as antique stores, full service restaurants, and specialty retail in downtown, all of which are supported by the market analysis. A potential niche that would complement the existing heritage based tourism resources would be businesses that focus on promoting Appalachian Culture. This would include retail reflecting the community’s heritage such as regional crafts, music, quilts, creative arts, etc.
- **Build Partnerships to foster private sector or outside public incentives.** Town generated small businesses incentives can be very helpful, but other more significant programs will also need to be developed, including;
 - *Low-Interest Loans.* Local banks can create low interest, revolving loan pools for new business startups and physical improvements. There are also low-interest down-payment assistance programs. The Town or its partners would need to approach the local community banks to gauge interest in starting such a program. There are successful models across the country, including many small towns in Virginia.
 - *Preservation Tax Credits.* Once downtown becomes a National Register Historic District, property owners of contributing buildings can receive significant rehabilitation tax credits of up to 40% of the total cost of rehabilitation. This is facilitated through the VA Department of Historic Resources.
 - *Façade Grants.* With a successful application in the next round of the DHCD business district revitalization process, Big Stone Gap would receive grant funds which it could use to facilitate a matching façade grant program to help improve private buildings in downtown.
- **Nurture business support systems.** Big Stone Gap is positioned to build business support systems not found within the region, or that are simply unique to the Big Stone Gap community. Each of these would take cooperation between the town and its partners, and in some cases would require outside grants sources.
 - *Business Center/Coffee Shop.* Either associated with the Lonesome Pine Library, or a public/private venture with the Lonesome Pine Office on Youth, a small coffee shop/business center could be created. Much like a typical coffee shop, this center would be a high-speed wireless hotspot, and could be marketed specifically towards telecommuters and home-businesses that need short-term high-speed connections. The center could have associated business uses such as a limited number of workstations, copying services, fax, and phone. The library would be a great location as it is centrally located within the residential neighborhood, and is also already set up with the necessary infrastructure. It would likely need a small expansion for the use. The library has expressed a desire for such a use, and there may be potential foundation funding that could facilitate the improvements.

The use could be equally effective in association with the LPOY. It too has expressed an interest for a similar use, and would likely see it as more of a retail-oriented use with coffee, food, wireless hot spot, etc. The store could conceivably be run entirely by students associated with the youth entrepreneurship program.

- *Business support programming with MECC/LPOY.* Create support programming within the current curriculums of Mountain Empire's Business Administration Department or the Lonesome Pine Office on Youth's program for Youth Entrepreneurship. The GAP Partnership and the Town can partner with these organizations to develop a program where students can help independently owned businesses with accounting, business planning, and marketing, as part of the schools' curriculum.
- **Market key sites for redevelopment.** Downtown Big Stone Gap has a number of buildings that are currently underutilized. Some of that is due to the current physical state of the buildings, while it can also be attributed to the large office spaces left vacant when large employers left town. Also, the master plan identifies key infill and redevelopment sites. As a continuation of the marketing efforts of the early stages of economic development, Big Stone Gap should begin to partner directly with the property owners to market these key sites for redevelopment. No one will know about these development opportunities unless they are marketed outside community. An effective way of doing that is through issuing requests for development proposals (RFPs) to solicit bids from regional or selected developers. It is important that development criteria be attached to the RFP in an effort to ensure that any new development is consistent with the existing urban fabric and vision of downtown.

Long Term – 2012-2018

Long-term economic development activities would shift entirely to marketing as well as creating strong anchors for revitalization.

- **Develop key downtown anchors.** Sustainable activities located in a town's core business district help to promote a stable business environment. One very effective method to creating sustainability in downtown is to create strong public sector, or public/private anchors, and allow private development to fill in the areas between. In a sense, Big Stone Gap already has a number of cultural anchors that define the physical and economic environment in this community. The town has a unique opportunity to help develop two significant anchors that can serve as cornerstones for downtown revitalization:

- *Big Stone Gap Health and Wellness Center* - Community leaders realized the wisdom in pursuing a health and wellness center in the Big Stone Gap area and commissioned a feasibility study and market analysis in January of 2008. While our market research did not focus on health and wellness, it did show that Big Stone Gap's trade areas have a tremendous share of the region's health related retail. This of course coincides with the concentration of health & recreation uses currently found in the area, as well as the findings



Figure 42: Wellness Center Logo Concept

of the market research included in the feasibility study.

During the feasibility stage, five potential sites were selected and one out of the five was ranked as the preferred. However, none of the five potential sites were in town. Since the study was completed, an additional site has been discussed which has the potential to be more centrally located, and transform downtown Big Stone Gap.

We strongly feel that the feasibility study should be reopened, and that this new site should be considered as the preferred site, for four key reasons:

- It is centrally located in the largest community in the LENOWISCO region
- It engages a key portion of Big Stone Gap's Greenbelt as well as one of its larger parks, opening up substantial opportunities for recreational expansion
- It adaptively reuses a building that seems appropriate for such a use
- Returns an active employment and destination use (Town Hall) into the downtown core)

A concept for the Big Stone Gap Health and Wellness Center will be presented in the Physical Improvement Plan.

Downtown Town Hall - By locating the Wellness Center at the existing Town Hall, the Town offices can relocate to the center of town. Not all offices would have to relocate. For example, Public Works would likely need its own location outside of downtown. However, it would need a space big enough to accommodate existing offices, with the potential for some expansion. Preferably, a new location would be in an existing building rather than a new facility.



Figure 43: Potential Town Hall Site

A number of potential locations exist in downtown, and one that presents a great opportunity is the Minor Building, also known as the former Westmoreland Coal Company Building. The building is ideal for several reasons. It is already set up as an office, it is one of the key anchors in downtown, it sits at a prominent corner across from the historic Courthouse, and it is mostly vacant.

The town should commission a facilities needs study to determine its office space needs as well as impact for relocation of its various departments. If the Minor Building is determined as a preferred location, this study should include a public private partnership with the current owners to do an engineering study of the existing building, as well as negotiate either for a long-term lease or property acquisition. Other locations in downtown may exist as well, including new infill construction. Any development of a new Town Hall would depend solely on the Wellness Center.

- **Actively Market Business Opportunities.** By taking an active role in the marketing of business opportunities in Big Stone Gap, the town can create exposure for available sites through public private partnerships. Using the adopted brand mentioned in the next section, Big Stone Gap and its economic development partners should create a business recruitment package including the original market analysis, available properties database, local incentives & grants, and any other investment related information. Outside investors and future business owners will not know about Big Stone Gap's opportunities without a professional push. Emerging business themes to promote include: small business center, technology infrastructure, "creative" economy, and health & wellness.
- **Consider design review and design guidelines.** Big Stone Gap has some of the best historic architectural stock and cultural resources in the Coalfields region. In order to preserve this character, the Town should consider instituting a local historic district including a design review process. User-friendly design guidelines would present best practices for preservation and encourage new development while protecting property owners who have invested in the historic qualities of their buildings.

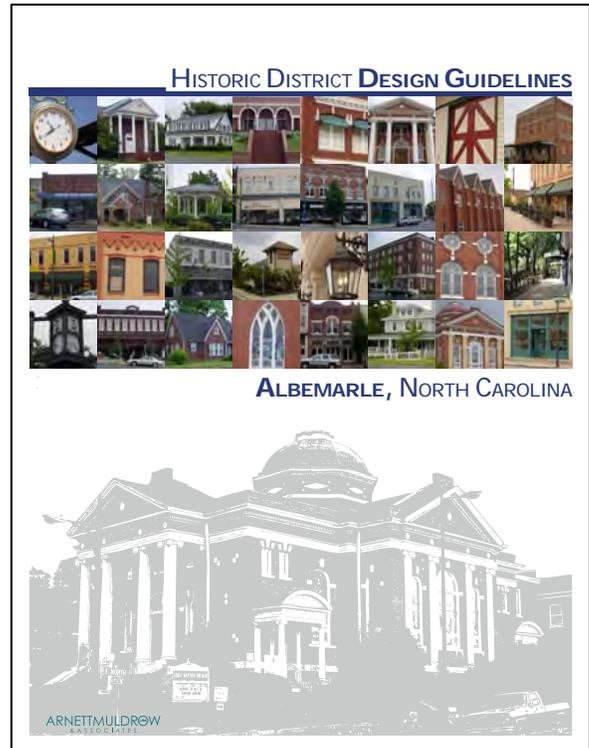


Figure 44: Historic District Design Guideline Document. Albemarle, NC.

- **Maintain on-going market research; including quarterly zip code surveys, annual business & consumer surveys, and five-year market analysis updates.** With targeted business recruitment and the marketing of downtown, Big Stone Gap's offerings and customer base will change. The market analysis included in this plan should be updated every five years.

5.2 A Story to Tell: Marketing & Promotion

This strategy focuses on telling Big Stone Gap's story both to an internal market, through local loyalty and community pride, as well as to an external market, through continued tourism development. It also addresses creating activity in a community by programming events and attracting active uses. Similarly, marketing the community could also extend to promoting Big Stone Gap as a place for new investment, either for a new business or a new resident.

The marketing recommendations of this report would be part of a seamless strategy beginning with an umbrella graphic, or brand, that would be the cornerstone of all future marketing efforts.

5.2.1 *The Issues*

- Big Stone Gap has completed a concise vision of the community and downtown as part of the broader business district revitalization process. This community-wide effort involved a great deal of public input and provided the foundation for this plan. Much of this vision focuses on highlighting the cultural assets and expanding the heritage tourism and recreation base.
- Big Stone Gap's distinct character is defined by a heritage that is unique to the region.
 - At the foot of the Coalfields, Big Stone Gap is the location where the coal industrialists chose to develop, resulting in its early wealth and cultural depth. The town is a melting pot of cultures with many nationalities and deep mountain music heritage.
 - Big Stone Gap also has a deep literary history including hometown residents such as John Fox, Jr. and Adriana Trigiani, both of whom brought the area's culture to the nation with their critically acclaimed pieces of literature.
 - The town has a wealth of active historic and cultural resources including the Southwest Virginia Museum, Trail of the Lonesome Pine Drama, Harry Meador Coal Museum, and John Fox Jr. Museum. It has the highest concentration of tourist uses in the region.
- The Big Stone Gap community has excellent local and regional events that draw visitors in from far away. Events such as the Gathering in the Gap and Home Craft Days are well programmed and are quite unique to the region.
- Recreational opportunities are abundant in Big Stone Gap. The Greenbelt and a system of parks give Big Stone Gap an attractive and healthy environment. These resources present the town with an opportunity to capitalize on the growing regional recreational system.
- Each destination in Big Stone Gap has done an excellent job marketing itself. As a result, however, there are many different messages circulating about the Big Stone Gap community. While this is not uncommon in similar communities, these various messages would be better served as individual parts of a broader marketing system.
- To date, there has been little marketing of "Big Stone Gap" as a place, with the community relying mostly on the efforts of individual tourist-oriented businesses.

- The literary “market” is seeing a shift. The users and visitors to the Trail of the Lonesome Pine Drama are generally aging, while the more recent books set in Big Stone Gap are reaching a different “market”. There is a need to connect these markets through a common theme.
- Similarly, there is a need to preserve the places and settings mentioned in the books, as well as to prepare Big Stone Gap for the upcoming movie based on a novel by Adriana Trigiani.
- Finally, there is an opportunity to build on the marketing systems of the regional recreational and tourism programs that exist in the area (Crooked Road, Round the Mountain, Spearhead, etc.)

5.2.2 Goal

Big Stone Gap and its partners will craft a message that positions the community as the focal point of the Coalfields Region, with a rich cultural heritage, diverse tourism and recreation resources, and an active downtown with vibrant shops and businesses.

5.2.3 Action Strategies

Early efforts would focus on establishing the brand imagery, extending it to existing marketing organizations and materials, and meeting the most immediate marketing needs.

Short Term – 2009

- **Create a unique and expandable brand system that tells Big Stone Gap’s Story.** A “brand” is a promise that is made to a consumer that speaks to the unique value and characteristics of the product. Just like a soft drink or shoe company, this would apply to a community as well. Therefore, a community brand would present the unique characteristics and community values that separate it from others within the region.

In the case of Big Stone Gap, the brand should focus on the multifaceted nature of the community including its industrialist history, literary and cultural ties, distinct historic architecture, unique tourist destinations, exceptional recreation resources, and overall quality of life for its residents.

During its recent strategic planning process, the GAP Partnership commissioned a logo that attempted to do that just that, focus on the multifaceted nature of the community. We feel strongly that the logo, shown on the following page, is a quality graphic and a good message, and ultimately can be cornerstone of a system. Of course, a “brand” is not simply a logo, but rather a graphic composition, style, theme, palette, typography, and overall message that is applied to a broader system that positions Big Stone Gap as a special place.



Figure 45: GAP Partnership Marketing Logo for Big Stone Gap.

The marketing logo shown above is **current** with its colors, style and typography, as well as being **unique to the region**. It focuses on the **multifaceted** nature of the community, and it draws heavily on the area's **literary history**. Of note are the Victorian color palette, the multiple images (an open book, the Tolliver house, a lonesome pine, mountains, downtown), and the unique tag line. Big Stone Gap is truly "A Little Town with a Big Story". Again, as planners who specialize in community branding, we feel that this is the right direction for Big Stone Gap.



Figure 46: Color and Black & White Variation of Existing Marketing Logo

On the other hand, we feel that the logo, while an excellent start, is **too complex** for an effective system, and is **not expandable**. Our recommendations for Big Stone Gap's marketing logo are simple and subtle: Take the existing logo imagery, evolve it into something less complex, and turn it into a **comprehensive brand system**.



Figure 47: Proposed NEW Marketing Logo for Big Stone Gap

Our recommendation for a new marketing logo for Big Stone Gap focuses entirely on expandability. First, we propose taking “Big Stone Gap” out of the graphic. “Big Stone Gap” was awkward and difficult to read. Also, the asymmetrical nature of the graphic made it very difficult to apply in multiple formats. Second, we recommend removing the word band from around the image. This text overlay complicated the imagery as well as the tag line. Removing all text from the icon makes the composition crisp, less like a “city seal”, and more effective as a marketing brand. Finally, we accentuated the name of the Town and created a place in the composition for the tag line between the descending “g” and the “p” in the town name. The Town name truly does become part of the logo graphic in this manner.

By separating the text from the graphic, it also creates an **icon** that can be used independently in certain applications.



Figure 48: New Big Stone Gap Icon

Finally, these subtle changes to the graphic composition ultimately create a much more expandable logo system with multiple variations within the same theme.



Figure 49: Logo Variations

- **Create a separate system that represents the official image of Town Government.** The brand imagery above will specifically be used to market and promote the community to internal and external customers. As part of the larger overall system, the Town should adopt a unique and up to date logo that is a representation of official town business. This is similar to a university that has separate and distinct logos for academics and athletics. If a school's athletics program has a poor season, it should not affect academic admissions and vice versa, and therefore schools generally have a dual logo system. Some even



Figure 50: Trademarked ACADEMIC and ATHLETIC dual logo system for University of Kentucky

have more than two.

The Town's current logo imagery, while well implemented in gateway signs, parks, and town website, is very dated and is in need of a more timeless treatment that also connects to the new marketing system.



Figure 51: OFFICIAL Town Seal Recommendation

The seal above ties into the new brand system with the **font set** and **colors** from in the marketing brand presented earlier. The Victorian blues and greens are tinted in the picturesque scene and pine imagery included in the seal. The wording of “A **Virginia** Mountain Town” is not intended to be an additional tag line, but simply a creative spin on the state identifier. The two descending letters “g” and “p” in the town name give us a longer area to write the identifier or associated text. In this case, rather than Big Stone Gap, Virginia, it is Big Stone Gap, A Virginia Mountain Town. So, where in other communities it may be Norton, Virginia, or Kingsport, Tennessee, here it is **Big Stone Gap, A Virginia** Mountain Town.

The main imagery of the icon first includes the bronzed town seal. Again, this ties back into the broader system, but also presents a more official composition, particularly with the wording and date of establishment. Within the seal are two distinct images. First is a literal photographic image of Powell Valley, the mountains, and the Big Stone Gap area. Rather than show multiple images representing the multiple facets of what the community has to offer, the intent here is to show the singular, strong visual element that ties everything together. In Big Stone Gap's case, whether it is the coal mining industry, literary and creative history, or recreational amenities, it is the value of the land and natural surroundings that have defined the area and inspired its citizens. The second image is of course the Lonesome Pine. While in the foreground, the tree is meant to blend more into the overall composition rather than dominate it. Ultimately, the seal is designed to be expanded should the need arise, with new imagery in place of the pine tree, if the identity of the community changes.

A comprehensive system for the official Town Seal will include the seal above, but also variations in grayscale and black & white. We are also showing a complete system with logos for each of the Town's departments.



Figure 52: Expanded Logo System for Town

The logos for Big Stone Gap Parks & Recreation as well as the Greenbelt are intended to shift back to be more in line with the **marketing logo** because they represent destination based uses in the community. They also are part of the broader marketing and wayfinding systems presented later.

- **Begin local loyalty and community pride campaign.** While Big Stone Gap has a health visitor market, we learned in the market analysis that 77% of its customer base comes from Wise County alone. Therefore, early marketing efforts **must** target the local base. Two early strategies could include:

- *Cooperative advertising.* A cooperative advertising program facilitated through the GAP Partnership would pool members' marketing dollars to buy local and regional advertising aimed at shoring up the local market. However, rather than focusing on a "buy local" theme, or trying to promote every business with each ad, an effective program can focus on promoting *activities or common themes* in downtown, while highlighting individual businesses on a rotating basis.
- *Create recurring events in downtown.* Another phase for this step involves establishing small, recurring events in Big Stone Gap's downtown and parks. Big regional events are wonderful and should continue, but small, programmed events such as a **regular music series**, can promote interaction among residents and strengthen a bond of trust between local officials and their constituents.

In Big Stone Gap, it is likely necessary for the Town to permit these activities, while the Parks department and other civic organizations plan and promote the events. The Town has the unique situation of having the Trail of the Lonesome Pine Drama occurring Thursdays through Saturdays in July and August of each year. This destination is incredibly important to the history and culture of the community, and it is essential that every effort is made to ensure that other downtown events do not interfere with the user's experience at the outdoor drama, primarily from a sound perspective. For example, it may be necessary to program music events with a public address system to be held at Miner's park Sunday through Wednesday, or at another location if on Thursday through Saturday.

- **Tell Big Stone Gap's Story.** Big Stone Gap has a story to tell, and it should start interpreting its local history to its citizens. The town's schools and libraries can serve as a conduit for this activity, instilling town pride in Big Stone Gap's youth at an early age. This can occur in multiple ways:
 - *Storytelling on Sundays* – Storytelling in the afternoon on the lawn at the Lonesome Pine Library geared towards children and families. The events would focus on children's story's, but also local history and folklore.
 - *Readings at Miner's Park/Businesses* – Poetry & short story readings programmed at Miner's park or local restaurants or businesses. This already currently occurs at Tales of the Lonesome Pine Bookstore, and these events would likely be programmed by a private entity.
 - *Banners* – Branded banners in downtown and districts that highlight the area's unique history, stories, and local legends.



Figure 53: Banner Concepts

- Create an enhanced music venue downtown.** Support the music and culture of Big Stone Gap through a centralized music venue. With a diverse musical heritage, Big Stone Gap can provide a variety of genres including Irish, Scottish, Spanish, Czech, Native American, Folk and Bluegrass. Music legends such as Carl Martin should be honored and memorialized for their contributions to music through an enhanced Miner’s Park. Events should be coordinated with other performance venues, specifically the Trail of the Lonesome Pine theatre, to ensure that conflicts are eliminated.
- Create branded web presence for Big Stone Gap as well as GAP Partnership.** Currently, there is an adequate web presence for Big Stone Gap. The website presents a wealth of information, yet simply needs a fresh design. Future efforts should incorporate the branding system to reinforce the town’s image. The GAP Partnership’s site is in tremendous need of an update and full redesign.



Figure 54: Branded Website Concept

- **Extend brand imagery to existing organizations and events.** In order to create equity in the new marketing brand graphic, Big Stone Gap should offer up the primary brand imagery and extend it to existing agencies and events.



Figure 55: Brand Logo Extension for Big Stone Gap

Mid Term – 2010-2011

Mid-term marketing tasks will shift to producing new marketing pieces to promote Big Stone Gap, as well as building an external marketing message.

- **Build a Culture Walk through Big Stone Gap with map and brochure focused on interpretation and education.** Big Stone Gap is poised to create cultural activities and preservation materials that people can **experience**, interpreting the area's unique historic and literary resources rather than simply reading in a book. The community should create branded interpretative tools such as an historic walk and interpretive history brochure. Each site along the walk should be identified with a logo disk.



Figure 56: Cultural & Historic Walk Sign Concepts

- **Expand Farmers Market.** Big Stone Gap has relatively new farmers market that has received broad support from both the public as well as regional farmers. Currently, the market occurs in the parking lot surrounded by Wood, 5th, Shawnee, and 4th. The market specializes in produce, baked goods, crafts, and occasionally music. Future plans are to expand to include demonstration cooking and crafts, and children's activities.

Physical improvements, increased visibility, and marketing will help the existing Farmers Market become a key destination and an anchor for downtown activity. We are recommending a new logo, improved signage in conjunction with a larger wayfinding system, and physical improvements to the parking lot (discussed in the next section).



Figure 57: Farmers Market Logo

- **Create Comprehensive Big Stone Gap brochure.** As an expansion of the Cultural Walk concept, the Town should create a comprehensive Big Stone Gap brochure. The brochure, like the town's logo, should focus on the **multifaceted nature** of the community. It should have a brief interpretation of the history of the community, and should highlight different **districts and themes** including **history, literature, recreation, downtown, and residential**. Each district or theme would have a pullout insert map as well as information

highlighting key sites and destinations. As a companion in the physical environment, unique banners should identify the districts.

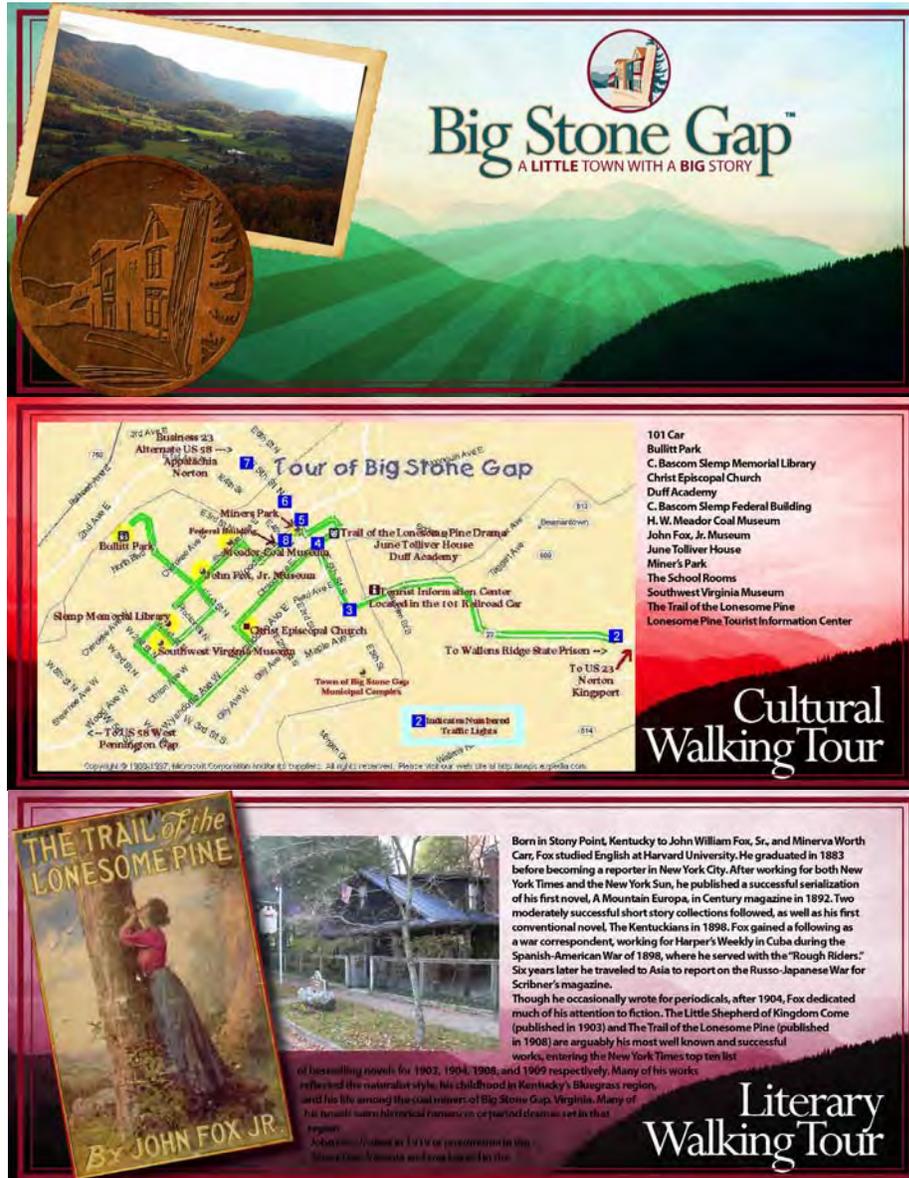


Figure 58: Big Stone Gap Brochure Concept



- **Create joint Tourism Website.** A coordinated web presence for Big Stone Gap's various tourist attractions will facilitate visitors with a one-stop source of information such as a consolidated calendar of events and general information about the community. Access to information is a growing necessity for travelers, and creating a centralized site would provide answers to the public's questions as well as marketing the town's destination retail establishments. The site would simply be a branded entry portal that would direct the visitor or local to the individual sites of each destination. The town should register www.abigstorytotell.com for this site, which is currently available.



Figure 59: Joint Tourism Website Portal Concept.

- **Tap into regional tourism efforts such as the Crooked Road Trail & Round The Mountain.** Big Stone Gap is fortunate to lie within a region where there are significant and successful regional and State tourism development agencies that the community can capitalize on. The community is well represented in the Crooked Road Trail's website and print brochures, which is a testament to the hard work of local tourism development efforts. These efforts should continue, while also looking for opportunities to promote Big Stone Gap's Place on the Crooked Road *internally*, to the local citizenry.

Similarly, the Round the Mountain Artisan Network links the visitor to local artisans, farmers, and craftsman in Southwest Virginia. Unlike the trails above, it is more of a network of trades peoples and craftsman, but has a similar mission of celebrating and promoting the region's creative heritage. Currently there are just a few artisans from Big Stone Gap included in the network. Big Stone Gap should engage the local creative community to ensure that it is effectively represented and promoted in this unique resource. Another way to engage this network is to work jointly with RTM and Wise County to create an "artisan loop" to be part of the network.

Long Term – 2012-2018

Long-range efforts extend to promoting Big Stone Gap to broader target markets.

- **Create annual/biennial Writer's Workshop.** Educational workshops can draw visitors to the area to discover and be inspired by the area's natural beauty. This can also serve as a source of economic stimulus and an activity that sustains the rich literary heritage of Big Stone Gap. There are several "models" that Big Stone Gap could look to including: *residency programs* where authors gather for several weeks in an inspiring location to create; *workshops* that are multi-day or week-long educational programs where authors and poets learn and hone their craft; *Writer's Conference's* that are typically weekend conference-type seminar programs; and *Literary Festivals* similar to the excellent John Fox Jr. festival at MECC. This half-day festival is celebrating its 33rd year in 2009 and is highlighted by keynote addresses and a poetry contest.

A new event in Big Stone Gap should balance a celebration of the area's literary heritage, with the potential to maximize an economic impact, and therefore look for an opportunity to engage people in the community. It would also be an excellent way to interpret the community's



Figure 60: Big Stone Gap Writers Workshop Concept

literary history to outsiders, and build interest in the upcoming movie. Perhaps a good model for Big Stone Gap would be something similar to the Appalachian Writers' Workshop in Hindman, Kentucky. The weeklong program is in its 32nd year and has a daily program consisting of educational writing workshops focusing on mountain and Appalachian literature. It is associated with the Hindman Settlement School.

A local program would be a partnership with the Mountain Empire Community College, UVA Wise, Trail of the Lonesome Pine Arts & Crafts, Big Stone Gap, and GAP Partnership. It could begin as a small program of 50 participants or less, and would depend heavily on the use of the Comfort Inn for lodging and MECC for meeting/education facilities. It could be programmed to capitalize on Big Stone Gap's assets as a "place", alternating workshops with hiking & biking outings, writing events, etc, and even focusing specifically on fans of Big Stone Gap or Trail of the Lonesome Pine books. Both of these titles are regional writing, or "place" writing, which is hugely popular with authors, particularly younger authors. Targeting young authors and small presses and publishers may help establish a foothold for the event early on.

- **Targeted marketing of recreation as well as health and wellness opportunities.** Building off of the regional significance of these growing industries in the area, Big Stone Gap should position itself as a destination for health, recreation, and overall wellness.
 - **Target Markets:** Target markets would include persons engaging in traditional recreational activities (active parks, outdoor recreation, etc), active & aging lifestyles (empty nesters, second-home owners, retirees, and seniors).
 - **Health & Wellness:** The Health and Wellness Center mentioned as an economic development anchor in the previous section, and detailed later in conceptual design, should be marketed to the three-county region via website and print brochure. Potentially, a brochure specifically detailing all local "wellness" opportunities could be created.
 - **Trail Head for Region:** Big Stone Gap truly is in the unique situation in that it lies directly in the center of all of the expanding regional recreation resources, as well as the wealth of local recreation uses. Big Stone Gap should create a marketing campaign positioning itself as the **Trailhead for the Spearhead Trails** region. It can do this through targeted advertising, recruiting active businesses, and developing trailhead sites within the community, along the rivers, and on the Rails to Trails system.



Figure 61: Health & Wellness Center Ad



Figure 62: Trails Marketing Brochure & Trail Guide Expandable Map Concepts

- **Expand marketing efforts to broader set of economic development materials.** There are several economic sectors in Big Stone Gap that can benefit from an expanded marketing campaign.
 - Identify and promote market rate housing opportunities in downtown Big Stone Gap. Just like retail and business uses, a community needs a mixture of housing types. There are currently a number of low to moderate-income units in downtown. There seems to be a need to accommodate market rate housing opportunities in the form of upper floor housing or new infill development. Work with property owners and local realtors to promote these opportunities.
 - Create a **Guide to Doing Business in Big Stone Gap** offering all relevant information a new business would need in Big Stone.
 - Recruit new lodging establishments. With the Comfort Inn, Country Inn RV Park, Jessie Lea RV Park, and the Poplar Hill Cottage at the Museum, Big Stone Gap has some unique lodging offerings. However, if the community is to offer larger events, writer's workshops, recreation events and tournaments, it will need to identify and develop additional lodging options. Our market analysis did not address this, and the community may need to do a lodging study as a long-term task, gauging the need for additional beds, but also meeting and conference space.

5.3 Sense of Place: Physical Improvement Plan

The physical improvement plan builds off of economic restructuring plan, and focuses its recommendations on downtown streetscape, gateways, façade improvements, connections, key anchor projects, and recreation enhancements. Like the economic restructuring and marketing strategies, it attempts to meet the basic needs of the community, with greater long-term phasing including more significant projects and investment. Most of these projects are capital intensive, and their timing and implementation will be determined by the availability of public and private funding resources.

The physical improvements focus on downtown in detail, as well as a broader study area that includes the entire core of the community, greenbelt, and key corridors leading into downtown.

5.3.1 *The Issues/Observations*

Gateways

- There are four main entrances to town including Route 23 (north and south), Wood Ave (east) and Highway 58 to Pennington Gap. These entrances have good gateway signage, however there are some challenges in terms of use, landscaping and beautification.
- Improved signage is needed at both entrances off of the 4-lane leading into downtown, but particularly the “main” entrance along Route 23.
- The corridor entrances need improvements in various areas. These needs vary between streetscaping, infill development, environmental improvements, beautification, better signage and lighting, wayfinding and pedestrian enhancements.

Downtown

- The urban fabric of downtown is intact thanks to preservation of the town’s signature buildings. However, there are several buildings that can benefit from cosmetic improvements.
- Generally speaking, the parking in downtown is adequate. Two centrally located public lots need improvements to their signage, streetscaping and landscaping. Better access is needed in specific places. Parking during events, particularly the Trail of the Lonesome Pine Drama, can be a challenge in because of a general lack of dedicated resources in that area of downtown.
- Downtown has good open space, especially with the centrally located Miner’s Park at the corner of 5th and Wood. However, Downtown needs better connections to the existing Greenbelt.

- Some opportunities for positive improvements include infill development, adaptive reuse of historic structures, façade renovations, and better parking.
- Overall, the existing streetscape in downtown is in poor condition. Examples of broken sidewalks and the absence of street trees show room for improving the overall downtown experience.

Parks & Open Spaces

- Big Stone Gap has an abundance of active and passive open spaces throughout its downtown and adjoining neighborhoods. These parks include Miner’s Park in the center of town, Bullitt, Frog Level, and Carnes. Other parks exist just outside of the core, and there are opportunities for future open spaces as well.
- The Greenbelt is a unique recreational amenity that surrounds the community while also linking the network of parks. These parks appear to be well maintained.
- Opportunities exist to improve connections to the cultural resources and neighborhoods in Big Stone Gap. Maintenance and enhancement opportunities must be ongoing for all parks, especially Miner’s Park.
- Opportunities must also be explored to link to other recreation areas outside of the Greenbelt.

Neighborhoods

- The neighborhoods adjacent to downtown contain great architectural character. These neighborhoods include both historic and newer, mixed income developments.
- The street grid is well planned giving walkable access to downtown, parks, cultural resources and places of worship.
- Street trees and vegetation are mostly in place through out the neighborhoods, creating a pleasant walkable experience for the pedestrian.
- Some opportunities exist in specific places for improvements to connections, streetscaping, walkability and infill development.

5.3.2 Existing Conditions

The illustrations on the following pages show the physical background analysis that lays the foundation for the recommendations of this plan. These illustrations include:

- **Overall Framework Plan** – Observations and key projects in the expanded study area outside of downtown.
- **Downtown Framework Plan** – detailing existing conditions and opportunities specifically in the downtown core.

OVERALL FRAMEWORK PLAN

DOWNTOWN FRAMEWORK PLAN

5.3.3 Goal

Big Stone Gap will create a more visually appealing and pedestrian friendly atmosphere in downtown with improved sidewalks, tree-lined streets, and revitalized storefronts; while also creating a green network connecting its various cultural districts, neighborhoods, parks, greenbelt, and wellness activities.

5.3.4 Action Strategies

Short-term physical improvements are intended to be projects that are easy to implement, or that can find early funding resources. They should have a high level of visible impact, such as key gateways and enhancements to Miner's Park.

Short Term – 2009

- **Make short-term improvements to Miner's Park:** Miner's park is a great centrally located public active space. It has great public art, is programmed with activity, and recently underwent community improvements including a new bandstand. The project certainly enhanced the park but in reality it is just a start. The park is still somewhat rough around the edges. Even with the bandstand and new lighting and benches;
 - The grass is patchy and needs seeding.
 - There are still "remnants" of the previous plaza.
 - The new brick pavers are falling out of place creating a safety/tripping hazard.
 - Guy cables from the street intersection are in the way and obstruct pedestrian movement.
 - The drug store mosaic tiles and broken stonework around the sidewalks are in poor shape.
 - There appears to be some minor drainage issues.



Figure 63: Miner's Park

In the short term, there is an opportunity to "tighten up" this park, keeping its existing configuration, and ultimately creating a more pleasing and usable space. Long-term solutions would require a more detailed redesign of the park.

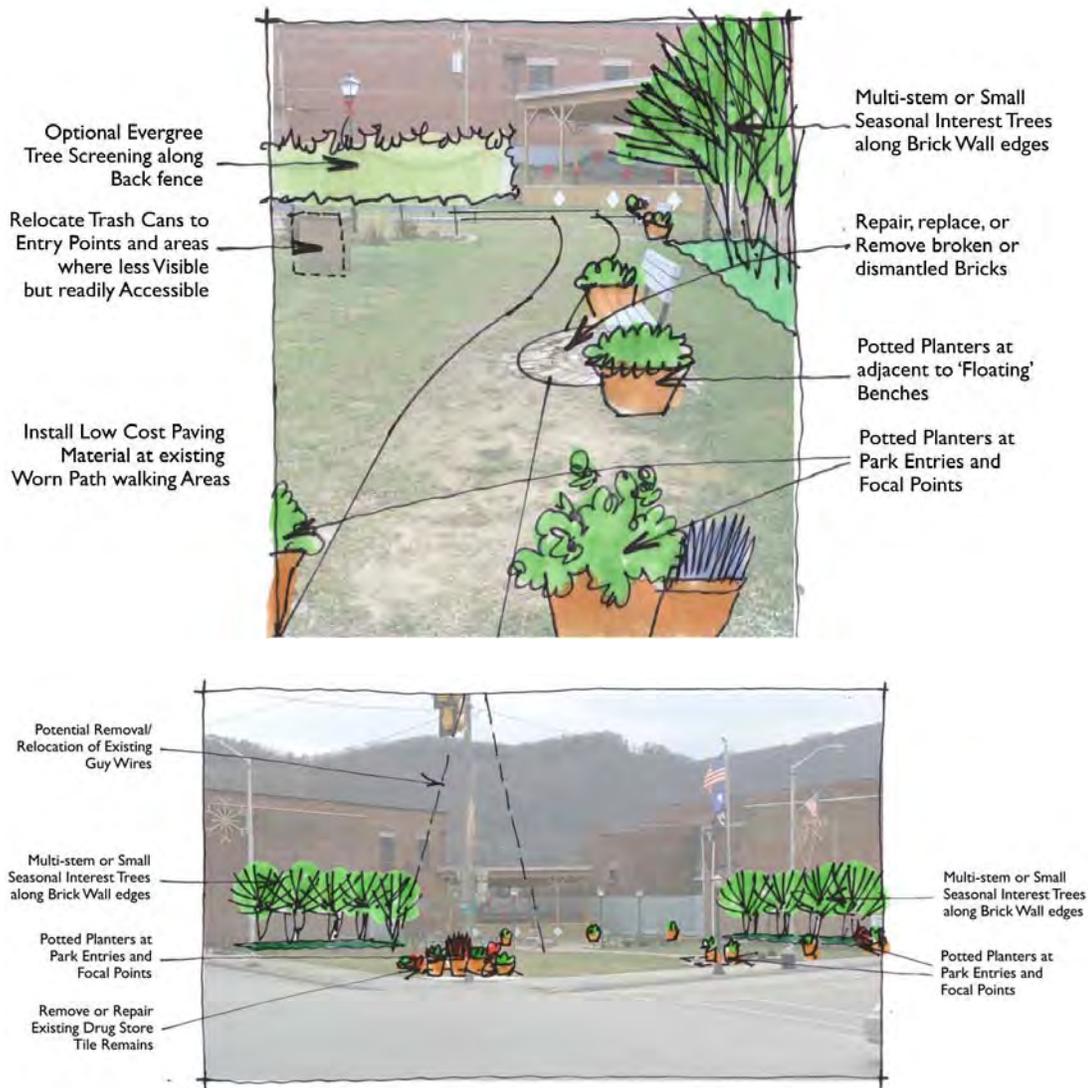


Figure 64: Short-term Miner's Park Improvements

These improvements are intended to be relatively inexpensive, while at the same time temporary. In fact, many of these enhancements, including plantings and hardscape, can be relocated and reused when the park undergoes the more significant redesign planned in later phases. In addition to the specific items mentioned in the illustrations above, these improvements would include:

- o Planters and landscaping to define park space and street edges (shown in drawing).
- o Signage and/or banners at park corner, bandstand, or along blank walls to provide color and interest.
- o Strategically introduce new trees now while ultimately being part of the long-term improvement plan. Planting can be done not to interfere with future construction.

- Develop and Begin Implementing Façade Master Plan:** If and when Big Stone Gap is successful in receiving the construction grant, it should implement a “façade master plan.” Unlike a traditional facade grant program, this is a comprehensive rehabilitation of many downtown buildings at once, whereby the Town administers grant funds that will pay for a matching facade improvement program.



Powell Valley Builders Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Install (5) new upper windows:</u>	
a. Remove current replacement windows and masonry blocking	
b. Prepare (5) openings for new windows	
c. Install (5) 3060 double hung windows	\$6,875.00
2. <u>Install new 16' high x 20' long storefront on left to match right storefront:</u>	
a. Remove existing construction, this area.	
b. Frame in for (2) 5' long x 12' high storefront w/ aprons	
c. Re-use existing double entry doors and transom	
d. Trim assembly with wood and paint.	\$22,500.00
3. Install (2) 20' metal coping at parapet:	\$750.00
4. <u>Install center entry door:</u>	
a. Remove existing door and framing and prepare opening	
b. Install 3080 wood ¾ glass door and hardware	
c. Paint new assembly	\$1,750.00
5. <u>Remove vegetation from right side of building:</u>	\$750.00
6. <u>Paint right side of building:</u>	
a. (2) coats masonry paint; 2,100 sf x \$2.10 psf	\$4,410.00
Total	\$37,035.00

Figure 65: Façade Write-ups & Concept Drawings. See Appendix.

- **Make Parking Improvements to Public Parking Areas:** Both of downtown Big Stone Gap's public parking areas are currently underutilized, primarily due to design and a need for improved access. Fortunately, both are centrally located, and improvements should be relatively simple yet cost effective.

- *Farmers Market Lot* – shown on the following page, this lot is bounded by Wood, Shawnee, 4th and 5th Streets. This lot serves multiple businesses fronting the surrounding streets, and is also the location of the Big Stone Gap Farmers Market. As such, it has the potential to be a key downtown destination, while also creating a stronger urban fabric.

Primary improvements include defining sidewalk edges with deciduous shade trees, pedestrian improvements on the exterior and interior of the lot, and consolidating/reconfiguring the existing parking area, ultimately creating more usable space. The anchor of these improvements will be securing a long-term location for an expanded farmers market. The plan shows three potential locations for this facility, and the market would be "housed" under a temporary canopied structure that would provide for shaded parking when not being used for events. The preferred location, identified as Location A on the map, is fronting on Wood Avenue in an attempt create and active use along Wood. This also creates a continuous front along the main street. Ultimately, when this vacant portion of Wood Avenue is ready for infill development, the temporary structure can be moved to one of the alternative locations.

- *Courthouse Lot* – Next would be the lot behind the Courthouse, at the intersection of Clinton and 4th Street. This lot is rarely fully utilized except for court days, yet is just one block from most all of downtown businesses. Improvements are shown on the drawing, but generally include defined sidewalk edges, pedestrian improvements, shade trees, and ornamental lighting.

Ultimately, both lots would be signed as part of the comprehensive wayfinding strategy.

FARMERS LOT

COURTHOUSE LOT

- Enhancements to 23/58 leading into Downtown:** Route 23 north into Town serves as the primary entrance from the 4-lane. It is characterized first by the larger-scale retail/service, food chain restaurants, and the Comfort Inn on the hill. It then transitions into a pleasing natural vegetated mountain setting as you approach town. Improving signage will help, but also softening the streetscape at the main interchange as well as the approach into Big Stone Gap with strategically placed street trees, evergreens shielding unfavorable development, and simple landscaping.



Figure 66: Proposed Gateway Sign with Public Art at Town Limits on 23/58

- Improve Primary Gateway at Downtown Arrival Point on Gilley:** Continuing along this route as you round the corner on Gilley, the 101 Car is immediately on your right. At this point, the gateway into town seems to break down as you quickly approach downtown, over the River, and ending at the hard right on 5th Street. This “gateway” is even more complicated by the current cosmetic state of both the bridge and some of the deteriorated buildings. It can be difficult to notice the 101 Car, the River, or the Greenbelt, and before you know it, you’re in downtown. This gateway needs to be improved with landscaping and pedestrian enhancements, cosmetic improvements to the bridge, and a softer entrance from Gilley to 5th Street.



Figure 67: Improved Gilley Entrance.

- **Create and enhance downtown Greenbelt trailheads:** Access to the Greenbelt from downtown and neighborhoods needs improvement. The primary improvement would be the gateway above, as well as improved access to the River behind Trail of Lonesome Pine complex, East 5th Street Bridge, and 3rd Street. Improvements would vary, but would generally include pedestrian access and signage.
- **Improve Wood Avenue streetscape (primary level street):** Wood Avenue represents Big Stone Gap's "Main Street" and should be the first priority in terms of overall street improvements. The current state of the street does not do the town or its architecture justice. The primary issues are the crumbling and deteriorating stonework, and the lack of street trees or any vegetation. In a typical master plan, streetscape work would be long-term simply because of expense. Big Stone Gap is fortunate because the streetscape improvements are relatively simple, and potential funding streams may already exist.

Each downtown street in the master plan is identified as being one of three levels, and is addressed at various points of this plan. Wood Avenue, between East 2nd to one block beyond East 5th, is the only **primary level street** identified in the plan. Shown by the dashed red line in the Downtown Analysis Map, primary streetscape areas should receive the highest level of improvements and finish with the downtown area. We are presenting three separate alternatives for this stretch of Wood Avenue, each with varying levels of impact.

Alternative A is preferred because it not only provides the greatest tree planting and greenery opportunity, but also the least impact to the existing sidewalk and construction.

WOOD AVENUE CONCEPTS

Alternative A:

- Provides the greatest tree planting and greening opportunity.
- Would visually narrow the width of the street.
- Install new planters at corners or 'dead-zones' that are currently striped and not used for parking.
- Create new shade tree planters (+/- 8 x 14') outside of the existing curb in the parking zone at approximately 45- 60' on center.
- Strategically relocate these diagonal on-street parking spaces displaced by planter areas (improved access and parking lot enhancements discussed previously).
- Plant large, upright shade trees (Oak, Sycamore, Linden type). Under plant with groundcovers or low evergreen shrubs.
- Remove/replace existing bluestone band with a brick or paver option.
- Remove/replace existing bluestone at the base of lights with bricks or pavers.
- Repair/replace any existing areas of concrete walk with concrete as needed.
- Install new brick or paver crosswalk zone areas with concrete banding.
- Install new trash receptacles and benches in a palette, color, and finish to complement the existing ornamental light fixture.

Alternative B

- Install new tree planting pits (+/- 4 x 6' min.) adjacent to the existing curb at approximately 45 - 50' on center.
- Install new planters at corners or 'dead-zones' that are currently striped and not used for parking. Plant low seasonal interest or shrub plantings in corner planters.
- Existing parking layout would remain with no need to relocate spaces off-street.
- Plant more columnar shade trees (Oak, Maple) in tree pits. Under plant with groundcovers or low evergreen shrubs.
- Remove/replace existing bluestone with a +/-4' brick or paver band that would connect the tree pits, located immediately adjacent to the curb.
- Repair/replace any existing areas of concrete walk with concrete as needed.
- Option - Install new brick or paver crosswalk zone areas with concrete banding.
- Install new trash receptacles and benches in a palette, color, and finish to complement the existing ornamental light fixture.

Alternative C

- Install new tree planting pits (+/- 4 x 4' min.) in diagonal squares by removing sections of the existing curb at approximately 45-50' on center.
- Install new planters at corners or 'dead-zones' that are currently striped and not used for parking. Plant low seasonal interest or shrub plantings in corner planters.
- Existing parking layout would remain with no need to relocate spaces off-street.
- Plant upright shade trees (ex: Sycamore, Oak, Maple) in tree pits with tree grates.
- Remove/replace existing bluestone with a brick or paver band located immediately adjacent to the curb.
- Repair/replace any existing areas of concrete walk with concrete as needed.
- Install new trash receptacles and benches in a palette, color, and finish to complement the existing ornamental light fixture.

ALTERNATIVE A

ALTERNATIVE B

ALTERNATIVE C

Mid Term – 2010-2011

- ***Physical Improvements to Prepare for Town Hall Move:*** Physical improvements associated with a Town Hall move to the Minor building or other location would include architectural improvements determined by the engineering study, as well as on and off site parking and infrastructure improvements.



- ***Enhance Farmer's Market with open-air structure:*** The Farmer's Market in the northern municipal parking lot has been discussed in detail previously in this report. A mid-term goal creating a second downtown anchor will be securing and installing an open-air farmers market structure. Access on Wood Avenue will be key, as will the ability to use the structure for other events. The structure would be semi-temporary and could be moved. The existing farmers market likely would need to incorporate as a private non-profit organization, and then apply for grants to fund the structure. Several programs exist, such as the Farmer's Market Promotion Program (FMPP) administered by the US Department of Agriculture. This particular program generally funds educational and marketing projects, but also has funded infrastructure projects as well. Local governments can sponsor these applications as well.



Figure 68: Farmers Market Canopy

- **Create Wayfinding System:** A hierarchical system of signage should be implemented directing visitors and residents to cultural, civic, recreational, and parking resources. The wayfinding system will utilize the marketing brand image to create a seamless experience for the visitor in line the marketing material also being produced. A comprehensive system for Big Stone Gap would include:
 - *Gateways*- These gateways are the primary intersection points and main entryways to Big Stone Gap. They need to be highly visible and introduce the marketing brand. Here, it would likely need to be a series of gateways:
 - Eastern Gateway on 23 at existing Town Limits – this is the site of the existing gateway sign and the primary gateway into town. The sign should be redesigned with the new marketing imagery and new landscaping. This should be a more significant, monument type treatment.
 - Future corridor gateways would be long-term.
 - *Trailblazers*- Trailblazers direct motorists & pedestrians to the main attractions in the area. These should have between three and four locations per sign and should carry motorists initially from gateways to parking lots. Signs can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway decreases.
 - *Street Banners*- Banners are very popular by adding color and movement to the lanes of travel. They act as a speed control adding the perception of increased activity along the roadway. They can also be used to designate specific character districts such as Cultural, Residential, Downtown, etc.
 - *District Markers*- These signs would be simple pole mounted gateway signs announcing entry into key districts, such as downtown.
 - *Parking Signage*- Visitors are more likely to walk a block or two to shop if the signage system effectively leads them to a public parking lot and tells them where to access the district most easily. The parking markers can be by themselves or as attachments to trailblazer signs.
 - *Informational Kiosk*- Informational kiosks serve as the transition point for vehicular traffic to pedestrian traffic. These kiosks should be located at either or both of the public parking lots in downtown. They should include an area map and racks for other marketing items.
 - *Cultural Walk Signage* – As an alternative to traditional signage, destinations on the cultural or historic walk would be denoted by small numbered disks using the new marketing brand.

A comprehensive wayfinding system can be relatively expensive to implement, and therefore needs to be done in phases. Systems typically start with pole-mounted trailblazer signs, which can average around \$1,500 per unit, depending on design, vendor, and bulk pricing.

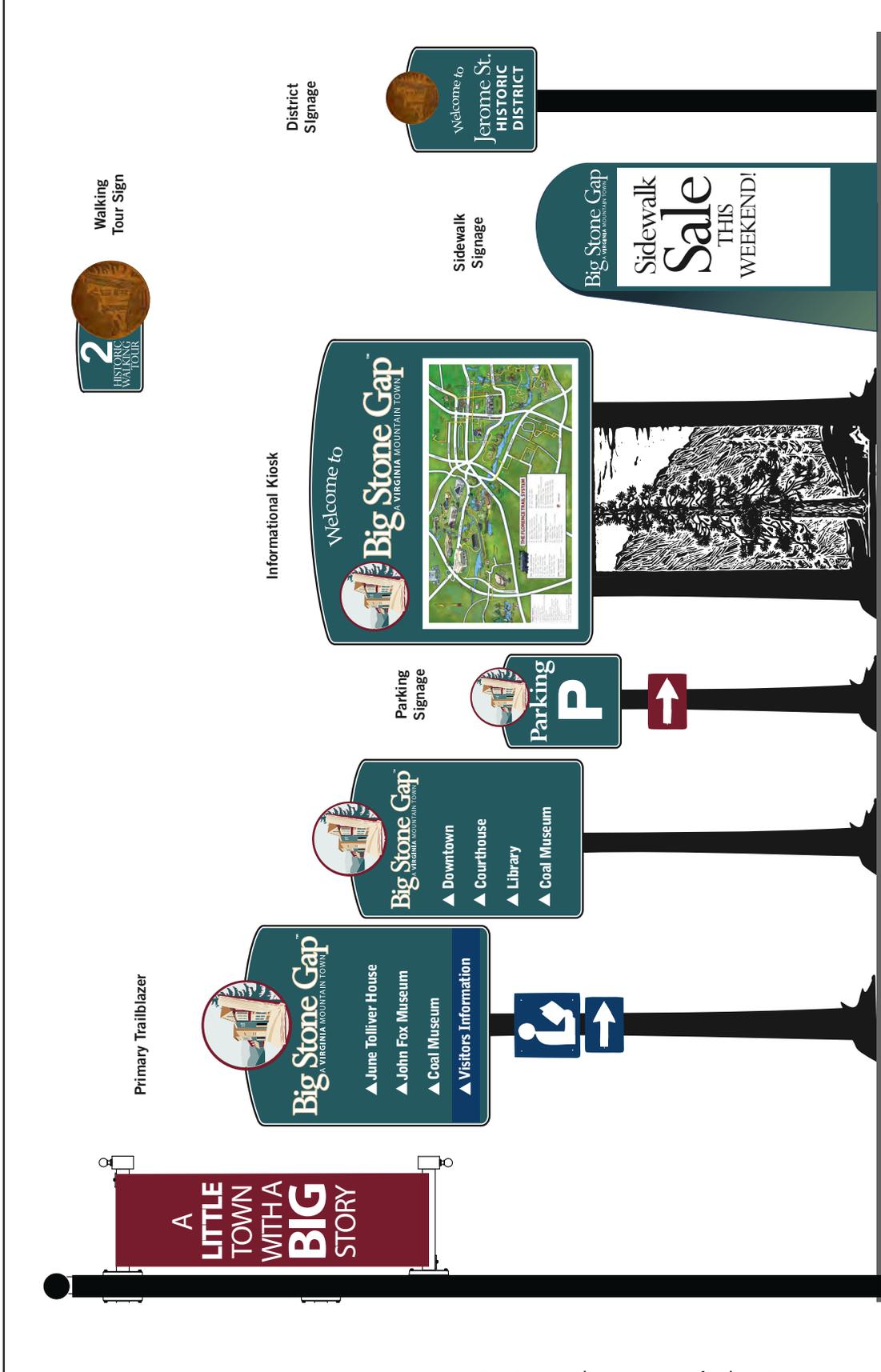


Figure 69: Comprehensive Wayfinding System

- **Develop Wood Avenue “Green Spine”:** The Greenbelt surrounding the community is truly a great recreational resource. Similarly, the design and development of Big Stone Gap’s neighborhoods and street network make for an excellent pedestrian environment. Still, there is a need to improve the pedestrian connections from neighborhoods and districts, to the Greenbelt on the interior. One key district connection will be creating a “green” spine from Wood Avenue at 2nd Street (Downtown) to the Cultural District at the Library and Museum, more effectively connecting the neighborhoods to downtown.

Simple improvements to this three-block section would be primarily pedestrian oriented including additional shade trees, shrub & ground cover, pedestrian signage (district level), and small flowering tree clusters at roadway intersections. Ultimately, this will link downtown directly to the cultural district, but also the new passive park connection to Bullitt Park.

- **Infill opportunities:** The master plan for downtown identifies a number of opportunities for new infill development. Each will depend on market opportunities as well as the desires of the private property owners. It is likely that these opportunities would be realized as mid-term and long-term projects, particularly as downtown revitalizes and the market matures. Mid-term potential includes:
 - *Vacant lot on Wood adjacent to Litton* – small retail business.
 - *West side of 23/58 near intersection with Clinton* – new infill building or expansion of existing business. Would include displacement of parking.
 - *Corner of Wood/Jerome* – small retail or office building site to complete block.
- **Improve secondary level streets:** Secondary level streets are identified by the medium-sized, brick red dashed-line on the Downtown Analysis Map. Unlike Wood Avenue, these streets would receive a “mid-range” of finish and investment.
 - Secondary level streetscapes examples are *Jerome Street, East 5th Street* from the existing bridge to *Clinton Street*, and ultimately south to the future infill opportunities along East 5th Street.
 - Create tree planting areas with tree pits, parking island entries, or planting strips adjacent to walks with large upright shade trees (Oaks, Sycamore, Linden type trees). Under plant trees where possible with groundcovers or low shrubs.
 - Stripe diagonal, head-in parking and parallel spaces along streets where there is enough room and traffic patterns will allow.
 - Plant low hedges or shrubs to screen cars where parking edges abut the walk zones.
 - Create additional low ornamental planting areas in strategic locations to provide seasonal interest (i.e: parking lot entries, adjacent to building entries)
 - Install scored concrete walkways or exposed aggregate concrete with the optional of brick or paver banding adjacent to the curb with depressed (ADA compliant) curbs at corners.

- Extend the installation of the ornamental pedestrian light to match Wood Avenue fixture.
 - Incorporate district banners hanging from street poles and designated façades areas.
 - Create painted pedestrian crosswalk zones.
- **Enhance linkages and walking connections from Greenbelt to neighborhoods:** Identify key access points and improve connections to greenbelt system from the residential area. Most of these will likely be from existing parks along Greenbelt. Connections will be primarily sidewalks, landscaping leading to park gateways, and signage, particularly along W. 5th, Cherokee, Proctor, etc.



Figure 70: Greenway & Parks Signage and Banners

- **Facilitate Recreation Master Planning process:** This plan addresses improving many of the physical connections to the Greenbelt and parks. The town has an incredible amount of parks resources for a community of its size, the Greenbelt is unrivaled as an asset, and the regional recreational agencies are beginning their own master planning. Therefore, Big Stone Gap cannot afford to simply take a cursory look at its future recreational needs. A recreation master plan for Big Stone Gap’s park system will determine the long-term planning, programming, and expansion needs, and is likely the next step. Such a plan would include:

1. Inventory – determining all parks assets and existing conditions.
2. Needs Assessment including public workshops, user opinions, coordination with high level users such as schools & little league.
3. Master Plan including park existing facilities upgrades, expansion, and programming.
4. Management Plan including programming, coordinating with community groups.
5. Financing & Implementation.

During the current master planning process, several opportunities were identified that could be incorporated into the broader recreation master plan. Since Bullitt Park is approaching its 75th anniversary next year, we took a more detailed look at it.

1. Bullitt Park Physical Considerations

East 1st Street Gateway

- Opportunity to do some lower level shrub planting and seasonal interest plants in front of walls at base.
- Replace the existing chain link style gates with more ornamental gate pieces.
- Utilize an ornamental pedestrian light or accent lighting on walls.
- Install a walkway or paved path that connects East 1st Street sidewalks to the entry.
- Plant flowering trees behind the wall (at radius section) to provide seasonal interest.

East 2nd Street Gateway

- Create tree-lined drive once within the park.
- Complete general landscape improvements and beautification.
- Replace the existing chain link style gates and fence with more ornamental gate pieces.
- Install low accent planting at the pier base entry.
- Clearly define the parking edges separate from the Greenbelt Trail outside of the Park with some landscape, timber edging treatments, or low paving edge material.
- Utilize an ornamental pedestrian light or accent lighting on walls.

West 3rd Street Gateway

- Residential oriented entry.
- Create more defined secondary entry with signage and piers.

New Linkage through Cabin area to Wood

- Create a new linkage into the Park that would connect the Library to the Park and Wood Avenue.
- There is an opportunity to give Bullitt Park a ‘signature’ presence along Wood Avenue with piers to complement the existing entries, walking path, and improved linkages.
- Detailed topographic study may be needed to determine suitability for pathway & pedestrian linkages with stairs and switchbacks that are ADA compatible.

- Create more significant presence for Cabin with redefined parking, connections to Bullitt/Library, potential War Memorial Plaza, and passive space connecting park. Planning would include programming use of cabin.

Linkages

- Walkway linkages along East 2nd Street from Wood Avenue could include concrete walks, roll-down/depressed curbs at corners, or perhaps 'special paving at corners, including curb and gutter as needed.
- Opportunity for streetscape and pedestrian scale lighting along East 1st and East 2nd Streets.
- Opportunity to create an icon/signature/park identity at the intersection of Wood & East 2nd. This could be a small pier similar to existing, with small plantings or way finding signage.
- Opportunity for pedestrian crosswalk improvements.

Park Roads

- There may be an opportunity to narrow Roadway section areas (i.e: near the playground & pavilions) or reconfigure asphalt areas to reduce paving or defined parking areas.
- Removing excessive paving will help lower run-off, create a more park-like street, increase 'pedestrian/people' domain, and increase green areas.

Parking

- Clearly define existing gravel parking areas with edging, timber piers, signage, or landscaping.
- Break up the larger parking areas with tree planting 'islands' or tree massing.
- Screen and soften parking areas from the road and adjacent open spaces uses with low shrub massing and hedges. This also provides a good wayfinding and directional points to Park spaces for people.

Paths & Plazas

- Identify any 'wear' areas (mud or dirt) from excessive foot traffic as opportunity for new pathway linkages.
- Assess potential for future bridge access across river (similar to Fraley Park).

Amenities & Site Furniture

- Assess conditions and safety of existing pavilions.
- Assess conditions and need for additional playground space.
- Install additional trash receptacles.
- Screen Dumpsters where possible in order not to detract from the Park beauty.

Lighting & Wayfinding

- Bring in historic and pedestrian lighting in where needed.
- Incorporate branded wayfinding and district signage throughout park.

2. Frog Level Park Considerations

- Frog Level serves as a 'green' or park space entry gateway into Town from the West. It has great passive gathering areas, play areas, and interpretative areas (butterfly garden). The park has great overall views of the river valley and immediate access to the Greenbelt.

- Its location, access, visibility and space needs seem ideal for continual active recreation opportunities such as softball or other sports fields. The park could potentially fit two softball fields and associated uses.
- The Town should maintain the wooded stream buffer and provide stream bank restoration and stabilization as needed.
- There is an opportunity to create new, more definable parking areas with edging, timber piers/bumper stop/wheel stop type details, signage, and even landscaping such as low hedges or shrubs.
- Some of the site's amenities are in need of upgrades including a new pavilion and site furniture (trash receptacles, bike racks, benches).
- Remove the existing billboards to further enhance the great views to the River.
- Expand the interpretive theme areas with a rain garden, flood plain, forest/stream buffer and many other environmental related themes.
- There is a need to upgrade and replace some of the existing sports facilities such as backstops, fencing, and bleachers.

3. Carnes Park Considerations

- This park is located adjacent to Town Hall and the Greenbelt and is currently utilized for soccer and active recreation uses.
- Maintain the wooded stream buffer and provide stream bank restoration/stabilization as needed.
- There is an opportunity to incorporate the Wellness Center and relocate Town Hall. Incorporate new facilities linked with a Wellness Center such as pavilion/gather places, tennis, playground, picnics, and seating areas.
- Upgrade and improve the active recreation field areas.
- Upgrade and clearly define parking areas that can be used with the Wellness Center.
- Incorporate additional paths/walks with in the park combined with the greenbelt to create an internal loop.

4. Fraley Park Considerations

- This park is located immediately adjacent to the River opposite the pastoral and picturesque cemetery.
- There is a need to 'clean-up' and define the parking area with landscape, parking edging, & signage.
- There is an opportunity to connect the Greenbelt to Fraley Park & Jerome Street Historic District.
- There is a need to maintain the wooded stream buffer and provide stream bank restoration/stabilization as needed.
- There is potential to create interpretive theme areas: i.e.: historical significance, landscape type, garden display, cemetery history, etc.

5. Italy Bottom Park Considerations

- Italy Bottom is a neighborhood park with playground and passive recreation facilities.

- There is an opportunity to link to 5th Street with walks, streetscape, lighting, and wayfinding/graphics.
- The Town should 'clean-up' and define the parking area with landscape, screening, parking edging, & possibly a fence or backstop for the basketball court.
- Remove or replace existing chain link fence, ex: wooden spilt rail.
- Fence or screen to define edges and provide privacy to adjacent homes.
- "Clean-up" and define the gravel drive adjacent to the basketball court with edging, landscaping, and signage.
- Install crushed stone or stone dust paths as needed for desired walking lines.
- Introduce more seasonal interest deciduous shade trees: i.e: Maples, Cherry, Oaks, Dogwoods, and many others.

6. Aviation Park Considerations

- Currently completely fenced, located between two existing roadways while also serving as storage for maintenance equipment for the Town.
- Park depth is very narrow and use is limited.
- Relocate existing storage elsewhere.
- Landscape the Park (if park remains longer term) with Shade trees to allow views through and into Park while providing shade and vegetation.
- Provide a clear parking area in a safe location near where existing storage is taking place.

7. Greenbelt

- Continue expansion and linkage to ultimately create a complete loop.
- Link to other open space opportunities such as the Appalachia rail trail.
- Link the greenbelt 'internally' to downtown with signage/wayfinding, walks and streetscapes along existing roadways.
- Preserve, maintain the existing vegetated stream buffers eliminating invasive species.
- Provide new stream buffer areas as needed or identified to eliminate erosion and increase water quality.
- Provide riverbank stabilization and reforestation in any areas that may be identified in the future.

8. Other Master Plan Considerations

- Big Cherry Reservoir – Determine the feasibility of developing a low impact recreational use such as hiking or camping, at Big Cherry that will not impair the water supply.
- Spearheads Trails Planning - Coordinate planning with Spearheads initiative to plan links to external system
- Pool – Evaluate needs at pool facility.
- Programming – Engage the school system, little leagues, and other community organizations that use the park, to determine their needs, but also to plan for efficient use of the parks.

Long Term – 2012-2018

- **Improve third level streets:** Third level streets are identified by the medium-sized orange dashed-line on the Downtown Analysis Map. These streets serve as linkage streets to Downtown uses, parks, open spaces, attractions and neighborhoods.
 - Install and repair concrete curb and gutter as necessary to improve linkages.
 - Install scored concrete walkways or exposed aggregate concrete with depressed (ADA compliant) curbs at corners.
 - Parking improvements would be predominantly off street with unmarked parallel parking areas available in on-street locations.
 - Facilitate tree preservation methods for large existing canopy trees.
 - As an option, install smaller flowering/seasonal interest plantings at corners, particularly in residential neighborhoods.
 - Install new supplemental or replacement shade tree plantings to create continuous tree-lined walk areas.
 - Create striped crosswalk zones only.
- **Infill opportunities:** Long-term infill opportunities are identified on the master plan and would include:
 - *Corner of 5th and Wood.* The existing building on this site is the vacant florist shop. Preferably, this site would redevelop with a building constructed to the street corner to create a solid building line at the key intersection.
 - *Vacant parking area on Wood next to Edge Ministries.* This would require the relocation of the temporary Farmers Market structure to one of the two alternate locations.
 - *Corner of parking area on East 3rd and Wood.* This is across from the Minor building and would likely be the development only of the corner of the site, leaving the remainder of the site as parking.
- **Health & Wellness Center at old Town Hall:** Develop the Health and Wellness Center as a revitalization anchor at the existing Town Hall Site, once it relocates to downtown. The current feasibility study calls for a 50,000 square foot facility with aquatics, weight training, cardio, aerobics, indoor track, daycare, meeting rooms, catering kitchen, and full locker facilities.

A downtown wellness center likely would be slightly smaller, and the concept we are showing on the following page shows:

- Expansion of existing to school building to about 40,000 square feet. This would ultimately be determined by an amended feasibility study.
- Rear and front parking areas supply around 225 or so spaces.
- Enhanced recreational areas in Carnes Park.
- Passive improvements to Greenbelt.
- Interior greenway loop in Carnes park and adjacent to Wellness Center.
- Potential outdoor restroom facilities, playgrounds, additional structures.
- Relocation of Town Offices, but also Public Works and associated facilities.

BIG STONE GAP HEALTH AND WELLNESS CENTER

- **Gateway improvements on 5th Street at Jerome:** One of the long-term downtown improvements will be the area along the east side of 5th Street at its intersection of Jerome and Clinton. This intersection represents the true gateway into the historic core of downtown, yet in its current state, is visually unappealing and actually dissects two sides of downtown. In fact, the current condition isolates downtown's primary cultural anchor, The Trail of the Lonesome Pine Drama and Jerome Street District. A number of improvements are indentified, including:
 - Infill development along 5th Street adjacent to existing bank creating a street edge and more urban environment.
 - Development of smaller niche type of buildings at the corner of Jerome and East 5th, in keeping with the scale and design of the Jerome district.
 - Redevelopment and revitalization of the existing auto dealer building with historic detailing, and more appropriate uses to downtown.
 - Well-landscaped, surfaced Public parking area behind the buildings fronting on 5th and Jerome. This would add +/- 160 new spaces that could be shared for new businesses, Trail of the Lonesome Pine, and Greenbelt.
 - Secondary Streetscape improvements on Jerome (mid-term improvement).
 - Green connection to Greenbelt and Powell River from parking area behind Trail of Lonesome Pine Drama.
 - Lighting, site furniture, wayfinding and other improvements for parking and Greenbelt connection.

The redevelopment of this block would reconnect both sides of 5th Street with downtown, create better parking and access for the Drama, and ultimately create a private sector anchor for downtown – paired with the public sector Town Hall anchor.

NOTE: These concepts would be realized **ONLY** if suitable alternative locations for the viable auto dealership could be identified and there could be public/private



Figure 71: 5th Street "Gateway" Redevelopment Concept

partnerships to relocate the business. The existing business is a quality business that serves the community well, and its continued location in Big Stone Gap is important. Currently, there are two potential sites on 5th towards Appalachia.

- **Passive Park Connection from Bullitt to Wood Avenue:** To complete the urban, internal connection to the park system and Greenbelt, a passive park from Bullitt Park, through the Terrace Park Log Cabin site, to the Library and Wood Avenue should be constructed. This would link the park and Greenbelt to the green spine of Wood Avenue and downtown. An illustration for conceptual purposes is presented on the following page and includes:
 - Passive pathways and linkages between Bullitt Park, the cabin site, Proctor Street, and the Library.
 - Roadway linkages on Proctor from Wood to the library, north to the cabin site, as well as a roadway linkage from Bullitt to the Cabin. Proctor is a “paper street” that can be improved to include a pedestrian pathway linkage.
 - Wayfinding signage including small iconic “pier” elements similar to that found at Bullitt Park. Accent and focal landscaping.
 - At the heart of this park would be significant improvements to the Terrace Park Cabin site, including:
 - Redefined and layout of parking, including paving, lighting and landscaping,
 - Dedicated War Memorial space with small plaza and reflection areas, accent landscaping, and walkway linkages.
 - Create interpretive themed areas within park related to veterans, Big Stone Gap history, tornado event, environmental impacts, etc.
 - Potentially create overlook or amphitheater area for gatherings & events. There is currently a wetlands area in the park in the general vicinity of where the conceptual illustration shows the amphitheater. Prior to any final designs on this park, the location of these wetlands would need to be identified and it may be necessary to have an amphitheater in another location, and perhaps on the hill above and between Terrace Park Log Cabin and the Library.
 - This would also allow an ability to expand the Cabin for additional programming, associated with Bullitt Park, civic events, Library, and Veterans.

This passive park linkage creates a great opportunity to link the park and Greenbelt to the cultural district, and downtown. Ultimately, it can be a great public space highlighting a historic building, providing interpretive exhibits for Big Stone Gap’s Veterans, the environment, the tornado event, and wetlands conservation. The illustration shown here is conceptual, and further study on the site’s topography, wetlands, and access would need to be completed in order to create a final plan.

CABIN & PARK LINKAGE

- **East 5th Street Corridor Streetscape & secondary Gateways:** Simple streetscape improvements to the more suburban environment along the approach to Appalachia including primarily sidewalk enhancements, plantings, and wayfinding. Gateway improvements at both the 58 West and East 5th gateways would include installing new branded gateway signs and landscaping at existing locations.
- **Powell River Greenway:** Create greenway linkage along Powell River from Appalachia Rail Trail north of town to downtown. Could incorporate biking, walking, jogging, hiking trails, and should be incorporated in Recreation Master Plan.
- **Trail Head Link:** Public/private “trail head” development in lot north of town just past the Rail Bridge to Appalachia. Private recreation based retail would be supported by public sector trail head connection into Rails to Trails, new Powell River Greenway, and regional Trails System.
- **Miner’s Park Redesign:** Short-term improvements to the park will tighten up the existing space and prepare for a long-term redesign, ultimately creating a more active, signature Town Square. The long-term redesign creates a much more usable space, including:
 - Relocating the existing bandstand from the corner to the side to open up more area. The existing structure could be reused, or a new structure built and it be relocated to another park.
 - Creating two independent, yet overlapping spaces in the park. One space is an open, more passive green area, while the other is a hardscaped open area fronting the bandstand.
 - Creating stronger definition through planting and shade trees.
 - Providing a much more prominent location for the Miner Statue.
 - Reusing some of the salvaged blue stone from the revitalized streetscape as accent to provide color, along with scored concrete and brick pavers.

MINERS PARK REDESIGN

CONCEPTUAL MASTER PLAN

5.4 Cooperation: Implementation

A plan of this magnitude will require the participation and support of Big Stone Gap and all of its partners. Fortunately, Big Stone Gap is the largest community in the region and has many resources that will prove instrumental in the implementation process. With its capable and successful agencies and strong volunteer ethic, Big Stone Gap will come together to see this plan through.

5.4.1 *The Issues*

- Big Stone Gap has demonstrated a desire to improve the community and has systematically pursued and facilitated the downtown revitalization process. The community has been successful in organizing its partners, creating Master Plans, following the DHCD process and acquiring grants, culminating in this planning process for downtown revitalization.
- This stage provides a broad master plan. The next step is to take this plan, demonstrate strong support and community ownership, and complete the application for the business district revitalization construction grant.
- Very positive results from multiple stages of the visioning process must now be translated into physical results.
- Big Stone Gap has very strong and capable agencies here with the Town, Cultural Destinations, Gap Partnership, and Volunteer groups. These groups have a history of successful projects and organizing the community.
- The town's volunteer base is aging. There is a growing need to increase this base and expand its involvement with the local youth.
- There has been a void in terms of a *specific* person or agency dedicated to the task of economic development and downtown development. The GAP Partnership, Town of Big Stone Gap, and others have performed these duties independently to date. There is a need to develop a model for economic and downtown development.

5.4.2 *Goal*

The Town and business community will work together to implement this plan, communicate a consistent message, and leverage needed capital investment in a collaborative effort to revitalize the community.

5.4.3 Action Strategies

Short Term – 2009

- ***Adopt plan, and complete application for construction grant.*** Town adopts plans and presents to regional stakeholder organizations for buy-in and commitments. This will be important to show a commitment from its partners when it applies to the Department of Housing and Community Development (DHCD) for the construction grant. The Town is already partnering with LENOWISCO to complete the construction grant application.
- ***Implementation follows four-point Main Street Model.*** The four-point approach is a comprehensive downtown revitalization model that has been used across the country to improve small downtowns like Big Stone Gap. This downtown master plan is based on the four-points, and the attached Strategy Board should be used as a work-plan for the Town and management team to guide implementation.
- ***Management Team forms four committees to guide the implementation of the core strategies of this plan.*** The management team consists of stakeholders with representation from local government, educational institutions, business & property owners, concerned citizens, LENOWISCO, key tourist destinations, economic development, historians, real estate professionals, among others. During the entire planning process, the management team of over 30 people has participated at a high level and provided excellent input. The next step will be to assign the various members of the management team to four committees based on the core strategies. These committees will be responsible for implementing the corresponding areas of the master plan.
 - *Economic Restructuring* – the economic restructuring committee will facilitate the first core area of the plan including business support and retention, as well as identifying new market opportunities and investment within downtown.
 - *Marketing & Promotion* – the marketing & promotion committee will be responsible with telling Big Stone Gap’s story including coordinating efforts of establishing and implementing the marketing brand and official town system. It will also be charged with identifying opportunities to program additional activity in downtown and throughout Big Stone Gap.
 - *Physical Improvements* – The physical improvement committee will be responsible for urban design and facilitating the capital projects identified in the master plan including streetscape, park improvements, parking, etc.
 - *Implementation (Organization)* – This committee will play a key early role in the process, first in ensuring that the implementation process begins and that its energy moves along at a consistent space, but also to research and determined the best organizational model for Big Stone Gap to follow for downtown revitalization and future economic development.

Once the plan is adopted, the management team should meet to assign committee responsibilities to each member of the management team.

- ***Town hosts leadership roundtable of stakeholder groups.*** After the four committees have been formed, the next step will be for the town and management team to conduct a meeting with representatives from each of its regional partners. The meeting will be to share the goals of the plan, but also to learn from each organization what their current planning initiatives are and how this plan's implementation may help them with their goals, and vice versa. During this meeting, the each strategy on the Strategy Board should be discussed briefly, and stakeholder agencies should be assigned specific tasks in which to assist the four committees during implementation.
- ***Organization Committee researches Virginia Main Street Program.*** One of its first tasks will be to bring in Jeff Sadler, the Virginia Main Street Program Manager, to discuss the Main Street Program in detail, and the merits and criteria for designation. At the same time, the committee should visit similar communities that are designated Main Street towns, or ones that have put together effective downtown development programs. Marion, VA and Altavista, VA are two similar sized Main Street communities that Big Stone Gap may learn from. Buena Vista, VA is not a designated Main Street town, but has an excellent economic development department that focuses on downtown revitalization.

Mid Term – 2010-2011

- ***Committees continue implementation of core strategies. Organization committee focuses on creating appropriate organizational structure for downtown development.*** As the four committees continue implementing the four core strategies, the organization committee will continue to gather information on organizational structures for downtown revitalization and economic development. A mid-term goal will be presenting alternatives to town council to build a program that will work for Big Stone Gap's unique situation.
- ***Form Big Stone Gap Marketing Team to coordinate marketing between agencies.*** Big Stone Gap's key tourist destinations have a history of doing selected coordinated marketing tasks between them. These agencies should consider creating an official relationship, along with GAP Partnership and the Downtown Development Group to create the Big Stone Gap Marketing Team. This committee will have representation from each organization, and will have an annual budget via appropriations from its members. The mission of the group will be marketing the brand and message of Big Stone Gap rather than the individual pieces. These responsibilities will include a decision-making function on how and where common marketing dollars are to be spent.



Figure 72: GAP Marketing Team Logo

- Pursue other funding streams & consider securing assistance of grant writer.** Many of the physical recommendations of this plan can be funded through Transportation Improvement Grants, VA Tobacco Commission appropriations, and other public infrastructure grant sources. Innovated funding techniques such as Tax Increment Financing can be used in Virginia in areas where new private investment is likely to occur. In the case of Big Stone Gap, with so many cultural and creative resources, there may also be a number of outside foundation arts grants and endowments that could be tapped for certain projects. Big Stone Gap should consider all funding options, pairing up the appropriate stream to the correct project. It should also consider securing the services of a grant writer to help target funding for projects in this plan.
- Create grass roots organization groups (skills bank, volunteers, youth involvement).** Building Big Stone Gap’s grass roots organizational groups will be important to implement key portions of this plan. Look to organizations like LPOY to help organize skills banks and youth involvement.
- Host quarterly meeting to evaluate plan progress, initiatives, and new priorities.** This plan should be evaluated on an annual basis to review plan progress and refocus priorities. Quarterly meetings of the full management team to review the progress of the strategy board/work plan should be held.
- Create an implementation newsletter.** In an effort to ensure to present the progress of this plan in a very positive manner, it will be necessary to create an implementation newsletter. This newsletter can communicate the efforts and progress of the plan, and can be distributed electronically, by mail, and through periodic plan presentations to various stakeholder groups. The newsletter should be readily available to the public on the Town’s website.



Figure 73: Branded Implementation Newsletter

Long Term – 2011-2018

- *Continue to host annual “progress summits” on revitalization with the public and various stakeholder groups to evaluate progress of the plan and reassess goals and tasks.* Gather representatives from stakeholder organizations on an annual basis to evaluate the plan’s progress, while also sharing each entity’s current initiatives and goals, and how they may address the current process.

A-1 The Strategy Board

Projects and Initiatives

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

Strategies and Visions

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

Responsibilities

The strategy board presents suggestions for the partner organizations that will be responsible for leading the implementation of each of the projects. During the initial downtown summit, individual responsibilities should be assigned to a lead agency. While an agency may be assigned lead role for implementation, each of these projects should be pursued through partnerships. As the plan progresses, these responsibilities should be reevaluated to determine where roles should change or shift.

Time Frames

The projects are divided into three time frames. The first series of projects are demonstration projects that should begin immediately. For the most part, these are simple projects that will be highly visible, have significant impact and should be completed within the first two years after the plan is adopted. The second set of projects is labeled “mid-term” or next step projects. Some of these are more advanced projects while others are continuations of projects that began during the demonstration period. The next step projects should be completed within the following three years. The final series of projects are long-term or plan completion projects. Many of the projects begun in the next steps phase will not be completed until after the 2018 deadline. Over time this category will continue to fill as priorities evolve.

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

Town of Big Stone Gap, Virginia – Downtown Master Plan

The strategies below represent the Town of Big Stone Gap’s economic restructuring and physical improvement plan, as part of the larger revitalization of the downtown. The tasks are presented in four key strategic areas. Each strategy is accompanied by short, medium, and long tasks to meet the larger vision.

Strategies	First Steps: 2009	Next Steps: 2010-2011	Final Steps: 2012-2018	Goal
<p>Diversification: Economic Restructuring</p>	<ul style="list-style-type: none"> ▶ Coordinate business support programming with Mountain Empire Community College’s SBDC ▶ Recruit businesses based on market opportunities identified in market analysis ▶ Conduct architectural survey of Downtown and residential neighborhoods & get listed on State/National Registers ▶ Create an available properties database ▶ Conduct zip code survey again in Spring, ToLP Season, Fall Colors 	<ul style="list-style-type: none"> ▶ Create local incentives for small business development & startups ▶ Recruit active based businesses including destination-based, recreation oriented, & pairing uses to buildings ▶ Partner to create outside incentives <ul style="list-style-type: none"> • low interest loans, down payment assistance • Preservation Tax Credits • Façade Grants ▶ Business support systems <ul style="list-style-type: none"> • Coffee shop Library/downtown • Support programming MECC/LPOY ▶ Market key sites for redevelopment 	<ul style="list-style-type: none"> ▶ Develop Downtown Anchors <ul style="list-style-type: none"> • Big Stone Gap Health & Wellness Center • Town Offices located in downtown center ▶ Market business opportunities <ul style="list-style-type: none"> • Available properties database • Business Recruitment package • Theme (Small business, Technology, Creative Economy, Healthcare) ▶ Consider Local Historic District and Design Review ▶ Maintain on-going market research 	<p>Big Stone Gap will diversify its economic base, creating activity through recruiting a variety of restaurant and destination based retail uses, shore up local demand, and cultivate new recreation based and cultural uses.</p>
<p>A Story to Tell: Marketing & Promotion</p>	<ul style="list-style-type: none"> ▶ Create a unique and expandable brand system that tells Big Stone Gap’s story ▶ Create a separate system representing the <u>official</u> image of town government ▶ Begin a local loyalty and community pride campaign <ul style="list-style-type: none"> • Cooperative marketing of individual businesses • Program recurring local events in downtown/parks ▶ Tell Big Stone Gap’s story interpreting local history through cultural education. ▶ Create an enhanced music venue downtown ▶ Create Branded Town Website ▶ Extend Brand imagery to existing organization & events 	<ul style="list-style-type: none"> ▶ Create Cultural Walk through Big Stone Gap with map and brochure. Sites identified with logo disks. ▶ Expand Farmers Market and promote as destination. ▶ Create Comprehensive Big Stone Gap brochure <ul style="list-style-type: none"> • Highlight different districts/themes (cultural/literary/rec/downtown, residential) • Insert maps for each district/theme ▶ Create joint Tourism Website ▶ Tap into regional tourism efforts (Crooked Road, Round the Mountain, etc) 	<ul style="list-style-type: none"> ▶ Create annual/biennial Writer’s Workshop – educational workshop coordinated with MECC/ UVA Wise ▶ Broader marketing of Recreation and wellness <ul style="list-style-type: none"> • Targets: Traditional/ Active & Aging lifestyles • Health & Wellness Center • Guide to Recreation & Advertising ▶ Broader economic development marketing <ul style="list-style-type: none"> • Market rate housing in downtown • Guide to doing business • Lodging/ event space 	<p>Big Stone Gap and its partners will craft a message that positions the community as the focal point of the Coalfields Region, with rich cultural heritage, diverse tourism and recreation resources, and an active downtown with vibrant shops, retail, and businesses.</p>
<p>Sense of Place: Physical Improvement Plan</p>	<ul style="list-style-type: none"> ▶ Make short-term improvements to Miner’s Park ▶ Develop & Implement a façade master plan ▶ Parking improvements to municipal lots <ul style="list-style-type: none"> • Farmers Market lot • Courthouse lot ▶ Enhance 23/58 corridor leading into downtown ▶ Improve primary gateway at downtown arrival point on Gilley ▶ Create and enhance downtown Greenbelt trailheads ▶ Improve Wood Avenue and Primary Level Streetscapes 	<ul style="list-style-type: none"> ▶ Make physical improvements to prepare for Town Hall move ▶ Enhance Farmers Market with open-air structure ▶ Create comprehensive Wayfinding System ▶ Develop Wood Avenue “Green Spine” connection ▶ Infill opportunities ▶ Improve secondary level streets (East 5th, Jerome, etc) ▶ Enhance linkages & Walking Connections from Greenbelt to Neighborhoods ▶ Facilitate Recreation Master Plan 	<ul style="list-style-type: none"> ▶ Improve third level streetscapes (Shawnee, 2nd, 3rd, 4th) ▶ Long-term infill opportunities ▶ Develop Health & Wellness Center at old Town Hall ▶ Develop “Gateway” site improvements on 5th/Jerome. ▶ Create passive park connection from Bullitt to Wood Ave. ▶ Improve 5th Avenue Corridor Streetscape & secondary gateways ▶ Develop Powell River Greenway ▶ Create Trail Head Link ▶ Miner’s Park redesign 	<p>Big Stone Gap will create a more visually appealing and pedestrian friendly atmosphere in downtown with improved sidewalks, tree-lined streets, and revitalized storefronts; while also creating a green network connecting its various cultural districts, neighborhoods, parks, greenbelt, and wellness activities.</p>
<p>Cooperation: Implementation</p>	<ul style="list-style-type: none"> ▶ Adopt plan, complete application for construction grant as first funding stream for plan implementation ▶ Implementation follows 4-point Main Street Model ▶ Management Team forms four committees to guide implementation of core strategies: <ul style="list-style-type: none"> • Economic Restructuring • Promotion • Design • Organization ▶ Town holds leadership roundtable of stakeholder groups. Assigns implementation tasks to specific groups 	<ul style="list-style-type: none"> ▶ Committees continue implementation of core strategies. Organization committee focuses on creating appropriate organizational structure for downtown development. ▶ Form Big Stone Gap Marketing Team – Strategic & cooperative marketing between agencies ▶ Pursue other funding streams & consider securing assistance of grant writer. ▶ Grass Roots Organization groups ▶ Host quarterly management team meeting to continue to evaluate plan progress, initiatives, and new priorities ▶ Create implementation Newsletter 	<ul style="list-style-type: none"> ▶ Continue to host annual “progress summits” on revitalization with the public and various stakeholder groups to evaluate progress of the plan and reassess goals and tasks 	<p>The Town and business community will work together to implement this plan, communicate a consistent message, and leverage needed capital investment in a collaborative effort to revitalize the community.</p>

A-2 Master Plan Cost Estimates

Estimates of probable costs (including construction costs) are for establishing master plan level budgets and are not based on detailed surveys or existing conditions, detailed design plans nor examination of subsurface conditions.

Diversification: Economic Restructuring

Description	Implemen tation	Planning/ Design	Project Budget	Considerations
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First Steps - 2009

Conduct architectural survey and State/National Register Designations. For Downtown and residential neighborhoods.		\$10,000	\$10,000	Includes securing preservation consultant to complete survey. Project may be eligible for VA DHR's Survey & Planning Cost Share Grant
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Next Steps - 2010-2011

Incentives for small businesses. Various incentive programs identified in plan (licensing, marketing, utilities, etc)		\$10,000- 20,000	\$10,000- 20,000	Big Stone Gap and partners can appropriate annual pool of money to administer grants. Should be test project initially. Potential funding: General Funds, Construction Grant.
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Business Support System. Build new small business development/entrepreneurial support	TBD	TBD	TBD	Includes possible expansion of library for business support center, OR retail focused coffee house/business center with Wi-Fi, through LPOY. Cost and funding would ultimately depend on construction, acquisition, and programming. Some funding may exist through library foundations.
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Final Steps - 2012-2018

Business Recruitment Package. Includes the consolidation of market info, property data, business incentives and any relevant information.	\$1,000	\$1,000	\$2,000	This would be print ready, but primarily would be available in portable document format (.pdf) on the internet and CD. Initial costs would be design and limited printing.
Consider Local Historic District and Design Review		\$15,000	\$15,000	Would include zoning ordinance revisions to create Historic Preservation Commission. Also would include creating user-friendly design guidelines. Guidelines and process would likely involve securing preservation consultant. Grants are available for these projects through VA DHR.
Maintain on-going Market Research	N/A	N/A	N/A	The majority of market research can be conducted by the Town with the assistance of regional partners such as LENOWISCO, MECC and SWCC.

A Story to Tell: Marketing & Promotion

Description	Implemen tation	Planning/ Design	Project Budget	Considerations
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First Steps - 2009

Local Loyalty. Develop Recurring Event Series	\$5,000- \$10,000		\$5,000- \$10,000	Should consider partnership from other community agencies/ private sector to underwrite the event series. Coordinated with Trail of the Lonesome Pine theatre to avoid interfering with their events.
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Tell Big Stone Gap's Story. Interpreting local history through cultural education.	4000	\$480	\$4,480	Includes Story-telling events and banners. Programming facilitated through library and schools. Banner system ultimately part of wayfinding system. Assumes 50 banners @ \$80 per banner. 4-color banners with hardware.
Create new branded website. Town of Big Stone Gap website	\$1,500-6,000	\$1,500-6,000		Initial cost. Ongoing maintenance will be minimal. Ranges from low end of simply incorporating brand imagery to existing Big Stone Gap website, to higher end including new pages and overall expanded site.

Next Steps - 2010-2011

Cultural Walk. Create culture walk with brochures and maps. Identify sites with signage.	\$2,350	\$1,500	\$3,850	Estimate for logo signs for buildings and printed brochures for interpretive history-walk. Price estimated based on 10,000 print run 3 1/2 x 8 1/2 on heavy card stock from online vendor (\$1,350 design/print total). Ultimately, would be insert in comprehensive brochure below. Logo signs estimated \$75-100 per sign. Estimated 20 sites on walk.
Comprehensive Brochure. Includes map, inserts & interpretation on districts/themes - cultural/ recreation/ literary/ downtown/ residential/ etc.	\$1,750	\$2,000	\$3,750	Extension of Cultural Walk brochure concept. Assumes additional five 3 1/2 x 8 1/2 heavy card stock inserts for themes/districts. Print runs should be low and brochure should be designed for web view/ pdf format for home printout.
Create Joint Tourism Website.		\$5,000	\$5,000	Estimate to create a branded entry portal for visitors to access local organizations and events websites. Includes consolidated event calendar and general information on the town.

Final Steps - 2012-2018

Create Annual/Biennial Writers Workshop. Educational writers workshop focusing on place writing and celebrating Big Stone Gap's literary history.	TBD	TBD	TBD	For the creation of partnerships with the Mountain Empire Community College, UVA Wise, Trail of the Lonesome Pine Arts & Crafts, Big Stone Gap, and GAP Partnership. It could begin as a small program of 50 participants or less. Funding would be determined but ultimately would be paid for by participants. Likely would involve underwriters, partnerships with publishers, etc. Initial costs would be marketing.
Targeted Marketed of Recreation and Wellness. Expanding marketing efforts to web & print targeting active & aging, traditional recreation, & growing Spearhead Trails Region.	\$4,000	\$1,000	\$5,000	Line item budget aimed at promoting recreation and wellness portion of Big Stone Gap's quality of life. Would be partnership with Town, Wellmont, and tourist destinations. Lifestyle magazines such as Marquee typically have five or six editions per year. Communities can negotiate multiple ad placements and messages for a full-years run.
Guide to Doing Business.	\$500	\$500	\$1,000	Includes printed & pdf material containing all relevant information for business owners and potential business owners. Available on web & partnering with realtors.

Sense of Place: Physical Improvements

Description	Quan	Unit	Unit Cost	Total	Considerations
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First Steps - 2009

Miners Park Interim Improvements

Repair/Replace ex Brick	1	ls	1,000	\$	1,000	Short term improvements to tighten up park including planters, landscaping, defining street edge, trees, signage, safety enhancements. Improvements would be temporary and would precede a long-range redesign of the park. Interim paths assume 4" thick at \$18/ton.
Interim Paths - Crshed Stone	720	sf	1	\$	432	
Steel Edge @ Paths	360	lf	3	\$	900	
Relocate Trash Receptacles	1	ls	500	\$	500	
Ornamental Tree/Multi Stem	8	ea	400	\$	3,200	
Evergreen Trees @ Fence	10	ea	350	\$	3,500	
Potted Plants/Planters	10	ea	400	\$	4,000	
Signage	1	ls	1,000	\$	1,000	
Safety Improvements	1	ls	1,500	\$	1,500	
					\$ 16,032	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	1,924	
			Subtotal	\$	17,956	
Design/Construction			12%		2,155	

TOTAL \$ 20,111

Façade Master Plan

Part of initial grant application process						This assumes 30 façades improved in downtown on average of about \$28,163 per façade including design. Some would require more and some less. SEE DETAILED PRIORITY PROJECT LIST. Any grant issued in the façade master plan would be matching
			Construction	\$	1,015,915	
			Design	\$	304,775	
			TOTAL	\$	1,320,690	

Farmer's Market Parking Area

Demo/Grading	1	ls	5,000	\$	5,000	Farmer's parking lot. Includes defining sidewalk edges, tree planting, creating pedestrian connections, reworking usable space, and installing ornamental lighting. Opportunity to partner with private property owners. Some consolidation may be required. Funding stream would need to be identified. Depending on funding streams, Farmers Market structure could be later task.	
New Concrete Aprons/Curb Edges	1600	lf	9	\$	14,400		
New Conc Walks - avg 4' width	3500	sf	4	\$	14,000		
New Asphalt Parking Area	3900	sy	40	\$	156,000		
Lighting - Parking	4	ea	8,000	\$	32,000		
Topsoil	1	ls	5,000	\$	5,000		
Market Tent Structure	1	ea	90,000	\$	90,000		
Signage	6	ea	500	\$	3,000		
Trees	15	ea	400	\$	6,000		New asphalt assumes 6" stone, 3" base, 2" surface. Lighting includes underground electrical & service.
Flowering Trees	6	ea	300	\$	1,800		
Shrubs	70	ea	60	\$	4,200	Grants offered by Farmer's Market Promotion Program by US Department of Agriculture. Also VA Tobacco Commission for Economic Development.	
Groundcover	700	ea	10	\$	7,000		
Accent Planting Areas	1	ls	2,500	\$	2,500		
					\$ 340,900		
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	40,908		
			Subtotal	\$	381,808		
Design/Construction			12%		45,817		
			TOTAL	\$	427,625		

Court House Parking Area

Demo/Grading	1	ls	10000	\$	10,000	Includes defining sidewalk edges, tree planting, and installing ornamental lighting. Funding stream would need to be identified.
Swcut Ex Asphalt - Instll Plant Strip	400	sf	2.50	\$	1,000	
New Concrete Aprons/Curb Edges	600	lf	9	\$	5,400	New concrete aprons include tree planters. Concrete walks/apron 5' width along Clinton. New asphalt assumes 6" stone, 3" base, 2" surface. Lighting includes underground electrical & service. Resurfaced parking area assumes 2" overlay.
New Conc Walks/Apron - avg 5' width	1050	sf	4	\$	4,200	
New Asphalt Parking Area	950	sy	40	\$	38,000	
Resurface Parking Area	2670	sy	13	\$	34,710	
Ornamental Ped Lts @ Streets	5	ea	6000	\$	30,000	
Lighting - Parking, 4 head	2	ea	8000	\$	16,000	
Topsoil	1	ls	5000	\$	5,000	
Signage	3	ea	1000	\$	3,000	
Trees	17	ea	400	\$	6,800	
Shrubs/Hedge	140	ea	85	\$	11,900	

Groundcover	350	ea	10	\$	3,500	
Accent Planting Areas	1	ls	2500	\$	2,500	
					\$	172,010
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	20,641	
			Subtotal	\$	192,651	
Design/Construction			12%		23,118	

TOTAL \$ 215,769

23/58 Corridor

Street Trees	130	ea	350	\$	45,500	Enhance corridor leading into downtown with street trees, shrubs, & simple landscaping.
Shrubs	350	ea	40	\$	14,000	
Accent Planting Areas	6	ea	1500	\$	9,000	Corridor enhancements are broad estimates based on conceptual nature of plan and no engineering designs.
Evergreen Screening Trees	50	ea	350	\$	17,500	
Signage as Needed	2	ea	1000	\$	2,000	
Road Geometry Improvements	1	ls	50000	\$	50,000	
					\$	138,000
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	16,560	
			Subtotal	\$	154,560	
Design/Construction			12%		18,547	

TOTAL \$ 173,107

Improve Gilley Gateway

Bridge Replacement		ls	1,000,000	1,000,000		Includes landscaping and pedestrian enhancements, cosmetic improvements to the bridge, and a softer entrance from Gilley to 5th Street. Estimates here include both with and without bridge considerations. Coordination with DOT will be critical.
Ornamental Lts. at Bridge	4	ea	6000	\$	24,000	
Concrete Curb and Gutter	1600	lf	25	\$	40,000	Concrete curb & gutter includes ornamental hand rail. Concrete walks assumes 4' width with flush aprons.
New Conc Walks	6500	sf	4	\$	26,000	
Lighting - Ornamental top mtch Wood	12	ea	6000	\$	72,000	
Shade Trees	20	ea	400	\$	8,000	
Flowering Trees	14	ea	300	\$	4,200	
Misc - Planting Soil	1	ls	5000	\$	5,000	
Shrubs/Hedgerow	240	ea	75	\$	18,000	
Groundcovers	250	ea	8	\$	2,000	
Accent Planting Area @ Vstr Cntr	1	ls	8000	\$	8,000	
Wayfinding/Signage	3	ea	500	\$	1,500	
			With Bridge	\$	1,208,700	
			Without Bridge	\$	208,700	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	145,044	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	25,044	
			Subtotal	\$	1,353,744	
			Subtotal	\$	233,744	
Design/Construction			12%		162,449	
Design/Construction			12%		28,049	

TOTAL \$ 1,516,193 With Bridge

TOTAL \$ 261,793 Without Bridge

Greenbelt Trailheads

Trailhead Plaza @ Jerome	1000	sf	15	\$	15,000	Improved access to River and Greenbelt from downtown.
Wall Feature " "	1	ls	12000	\$	12,000	
Trailhead Plaza @ 3rd Street	1000	sf	15	\$	15,000	Trailhead plazas are brick & concrete. Some connections may require engineering study. Some may require property acquisition. Includes ornamental pedestrian lights as well as underground electrical & service. 1 accent planting area at each entry.
Wall Feature " "	1	ls	10000	\$	10,000	
Trailhead Plaza @ 5th St Bridge	1000	sf	15	\$	15,000	
Wall Feature " "	1	ls	10000	\$	10,000	
Trail Connection - Behind TOLP	600	lf	110	\$	66,000	
Trail Connection - 5TH St Bridge to 3rd	700	lf	110	\$	77,000	
Lighting	6	ea	6000	\$	36,000	
Shade Trees	12	ea	350	\$	4,200	

Flowering Trees	20	ea	300	\$	6,000
Misc - Planting Soil	1	ls	15000	\$	15,000
Shrubs	80	ea	60	\$	4,800
Groundcovers	1500	ea	4	\$	6,000
Accent Planting Areas	3	ls	2000	\$	6,000
Wayfinding & Signage	5	ea	500	\$	2,500
					\$ 300,500
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	36,060
			Subtotal	\$	336,560
Design/Construction			12%		40,387

TOTAL \$ 376,947

Wood Avenue Streetscape - Concept A (from 2nd Street to Jerome St)

Demo - saw cut ex Pavement Areas	5000	sf	5	\$	25,000	Wood Avenue concept A includes shade tree planters and ground cover, relocation of parking spaces, installation of brick or pavers, receptacles and benches. Coordination with VDOT will be important. Potentially funded through initial DHCD construction grant. Detailed Engineering Study would be necessary.
Demo - Remove Stone, Saw cut	5500	sf	5	\$	27,500	
New Curb & Gutter	2000	lf	25	\$	50,000	
New Brick Banding	5500	sf	15	\$	82,500	
Demo/Cut outs for Crsswalks	12000	sf	5	\$	60,000	
Brick Crosswalk Zones	12000	sf	15	\$	180,000	
Planters/Moveable Pots	24	ea	500	\$	12,000	
Shade Trees	50	ea	600	\$	30,000	
Misc - Planting Soil	1	ls	30000	\$	30,000	
Shrubs	100	ea	80	\$	8,000	
Groundcovers	100	ea	60	\$	6,000	
Accent Planting Areas	1500	ea	4	\$	6,000	
Benches	14	ea	1200	\$	16,800	
Trash Receptacles	10	ea	1000	\$	10,000	
					\$ 543,800	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	65,256	
			Subtotal	\$	609,056	
Design/Construction			12%		73,087	

TOTAL \$ 682,143

Next Steps - 2010-2011

Prepare for Town Hall move	TBD	TBD	TBD	Architectural and infrastructure improvements. To be determined based on location determination. Prerequisite both for Town Hall move and Wellness Center.
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Wayfinding

Includes comprehensive signage system, parking, trailblazers, banners, etc for about 20 signs. Excludes gateways.	Construction Design	\$25,000 \$7,500	Signs would have to be coordinated with VDOT. On average, signs can cost from \$1200 to \$1500 per unit.
	TOTAL	\$ 32,500	

Green Spine to Wood Avenue

Walk Connections, Paving, Trees, Signage Upgrades Etc.	1	ls	200000	\$	200,000	Connection along Wood Avenue with shade trees, district level pedestrian signage, shrub & ground cover, flower tree clusters.
Theming, Accent Plantings	1	ls	15000	\$	15,000	
					\$ 216,000	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	25,920	
			Subtotal	\$	241,920	
Design/Construction			12%		29,030	
			TOTAL	\$	270,950	

Secondary Level Streets/5th Street - Typical Block Length (300')

Conc. Walks Needed (8-10' wide)	3000	sf	4	\$	12,000	Streetscape improvements to secondary level streets (East 5th, Jerome, etc.). Estimates are shown below on a PER BLOCK basis. Coordination with VDOT will be important. Detailed Engineering Study will be necessary.
New Curb & Gutter as needed	400	lf	25	\$	10,000	
Shade Trees	12	ea	500	\$	6,000	
Sawcut/Create Brk Band Zone	900	sf	5	\$	4,500	
Brick Banding	900	sf	15	\$	13,500	
Painted Crosswalks	160	lf	20	\$	3,200	
Accent Plantings	1	ls	1000	\$	1,000	
Wayfinding/Signage	2	ea	500	\$	1,000	
Potted Planters	6	ea	400	\$	2,400	
Trash Receptacles	2	ea	1000	\$	2,000	
Extend/Continue Historic Lts.	6	ea	6000	\$	36,000	
Demo/Misc/Planting Soil	1	ls	20000	\$	20,000	
				\$	111,600	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	13,392	
			Subtotal	\$	124,992	
Design/Construction			12%		14,999	

TOTAL \$ 139,991 PER BLOCK**Neighborhood Walk Linkages - Typical Block Length (300')**

Walk Connections - Conc. Walk - 4'	2400	sf	4	\$	9,600	Create walkable links primarily focusing on sidewalks, landscaping & signage. Estimates are broad and would ultimately depend on final engineering and estimates.
New Curb & Gutter as needed	550	lf	25	\$	13,750	
Shade Trees	10	ea	500	\$	5,000	
Ornamental Trees	8	ea	300	\$	2,400	
Painted Crosswalks	160	lf	20	\$	3,200	
Accent Plantings	1	ls	1000	\$	1,000	
Demo/Misc/Planting Soil		ls	10000	\$	10,000	
				\$	44,950	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	5,394	
			Subtotal	\$	50,344	
Design/Construction			12%		6,041	

TOTAL \$ 56,385 PER BLOCK**Facilitate Recreation Master Plan.**

Includes inventory of existing conditions, public participation, facility upgrades, and strategies for financing and implementation.

Planning

Estimate presented as broad range. Total cost would depend on final scoping of plan. Ultimately, plan would be strategic in nature with goal of improving/expanding local facilities while linking into regional system.

\$30,000-
\$50,000

TOTAL \$30,000-\$50,000**Final Steps - 2012-2018****Third Level Streets- Typical Block Length (300')**

Conc. Walks Needed (4-6' wide)	2000	sf	4	\$	8,000	Streetscape improvements to secondary level streets (Shawnee, 2nd, 3rd, 4th, etc.). Estimates are shown below on a PER BLOCK basis. Coordination with VDOT will be important. Detailed Engineering Study will be necessary.
New Curb & Gutter as needed	400	lf	25	\$	10,000	
Shade Trees	8	ea	400	\$	3,200	
Painted Crosswalks	160	lf	20	\$	3,200	
Accent Plantings	1	ls	1000	\$	1,000	
Shrub/Parking Screening	80	ea	60	\$	4,800	
Demo/Misc/Planting Soil	1	ls	10000	\$	10,000	
				\$	40,200	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$	4,824	
			Subtotal	\$	45,024	
Design/Construction			12%		5,403	

TOTAL \$ 50,427 PER BLOCK

Develop Health & Wellness Center.	TBD	TBD	TBD	Actual costs would be determined by reopened feasibility study.
Concept includes expansion of existing school building to about 40,000 square feet, enhanced recreational areas in Carnes Park, passive improvements to Greenbelt, and relocation of Town Offices.				

Gateway Development

Proposed Parking	7230	sy	40	\$ 289,200	Redevelopment & revitalization of existing structures, expanded parking, streetscape improvements, lighting, site furniture, wayfinding and other improvements for parking and Greenbelt connection. New asphalt assumes 6" stone, 3" base, 2" surface. Lighting includes underground electrical & service.
Concrete Walks - Internal	5000	sf	4	\$ 20,000	
Lighting	10	ea	6000	\$ 60,000	
Trees	50	ea	500	\$ 25,000	
Shrubs	1	ls	20000	\$ 20,000	
Accent/Misc Lscape/Gcovers	1	ls	75000	\$ 75,000	
				\$ 489,200	
Hard Cost Upset (market fluctuation, taxation, misc., etc.)			12%	\$ 58,704	
			Subtotal	\$ 547,904	
Design/Construction			12%	65,748	

TOTAL \$ 613,652

Passive Park Connection

From Bullitt to Wood Avenue. Improvements to Terrace Park Cabin including parking, passive recreation, War Memorial, etc.	TBD	TBD	TBD Long Rang recommendation would be determined during Recreation Master Plan.
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5th Avenue Corridor

Primarily sidewalk enhancements, plantings, and wayfinding. Gateway improvements include signage and landscaping.	N/A	N/A	N/A These improvements part of THIRD LEVEL STREET ESTIMATES, but long range recommendations. Coordination with VDOT will be important. Detailed Engineering Study for Final Cost Estimate.
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Develop Powell River Greenway

Linkage along Powell River from Appalachia Rail Trail. Incorporates biking, walking, jogging, and hiking trails.	TBD	TBD	TBD Long Rang recommendation would be determined during Recreation Master Plan or as part of Spearhead Trails Regional Master Plan.
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Create Trailhead Link

Includes connection into Rails to Trails, new Powell River Greenway, and regional Trails System		Would support recreation based retail at location along 5th Street at railroad bridge.
---	--	--

Miners Park Redesign (Concept A)

Demo/Grading/Utility Relocation	1	ls		\$ 15,000	Full redesign of park including relocating existing bandstand, relocate statue, reuse blue stone, tree planting, benches, walkway and creating open space. Short term improvements would either be incorporated into redesign, or moved to another location and reused. Lighting includes underground electrical & service. Grading is estimated for entire 17,000 sq. ft. of park area.
Concrete Walks	2000	sf	4	\$ 8,000	
Brick/Paver Plaza	2200	sf	15	\$ 33,000	
Wall & Seating Area (18" ht)	60	lf	50	\$ 3,000	
Concrete Coping @ Lawn	250	lf	20	\$ 5,000	
Shade Trees	10	ea	750	\$ 7,500	
Accent/Flowering Trees	6	ea	400	\$ 2,400	
Ornamental Ped Light	6	ea	6000	\$ 36,000	
Accent Planting Areas	1	ls	15000	\$ 15,000	
Lawn	5000	sf	3	\$ 15,000	
Benches	16	ea	1200	\$ 19,200	
Trash Receptacles	5	ea	1000	\$ 5,000	
Shrubs	400	ea	40	\$ 16,000	
Groundcovers	600	ea	8	\$ 4,800	

		\$ 184,900
Hard Cost Upset (market fluctuation, taxation, misc., etc.)	12%	\$ 22,188
	Subtotal	\$ 207,088
Design/Construction	12%	24,851
TOTAL		\$ 231,939

Cooperation: Implementation

Description	Implementation	Planning/Design	Project Budget	Considerations
<i>First Steps - 2009</i>				
No projects with associated estimated costs	N/A	N/A		N/A Projects include partnerships and coordination and will ultimately have some costs for each entity involved
<i>Next Steps - 2010-2011</i>				
Implementation Newsletter			\$500	\$500 Portable document format distributed on website and through email directories. Can be printed and made available at events/ town hall/ etc.
<i>Final Steps - 2012-2018</i>				
No projects with associated estimated costs	N/A	N/A		N/A Projects include partnerships and coordination and will ultimately have some costs for each entity involved

Note: Estimates of probable construction costs are for establishing master plan level budgets and are not based on detailed surveys or existing conditions, detailed design plans nor examination of subsurface conditions. Physical estimates do not include items such as property acquisition. Detailed cost estimates will be determined during construction phase.

A-3 Façade Write Ups

This plan included a façade study as part of the overall physical improvement strategy. The façade study builds off of the Town’s inventory work including building and property surveys completed early in the process. This was continued with physical surveys and interviews with property owners of key downtown buildings. Ultimately, write-ups were completed that show needed improvements to seventeen of downtown Big Stone Gap’s structures. Of these seventeen, architectural renderings were completed for eight.

The write-ups itemize improvements and cost estimates to bring these facades back to an appropriate historic character. Only exterior façade improvements were considered, and outside of masonry repairs, no structural improvements were suggested, although many buildings likely need more than simply cosmetic repairs.

The estimates determined below were used in the previous appendix for cost estimates. At an average of \$28,163 per façade, these figures were applied to an estimated thirty facades in downtown to get the overall estimate that will ultimately be applied to Big Stone Gap’s initial grant application. Cost estimates ranged from \$6,806 to \$61,200. One estimate for the Minor Building was considered an outlier, so it was not used in the overall estimate. The actual number for the grant application will depend on the total number of participating property owners.

1 - Downtown Façade Improvements

This includes exterior façade improvements to participating buildings throughout downtown BSG.

Description	Qty.	Unit Cost	Total Cost
Façade Improvements - façade write-ups completed for 17 key facades in downtown. Costs varied, with average being \$28,163. 1 building was considered an outlier & was not included in the average. It is shown below. Estimating that UP TO 20 buildings could participate. Estimates are TOTAL and do not account for private match.	30	\$28,163	\$844,890
Façade Improvements - Minor Building - front & side facades			\$171,025
Subtotal			\$1,015,915
Design/Construction/Administration - 30%			\$304,775
Total Project			\$1,320,690

The estimates above are based on cosmetic and some stabilization improvements to remove blight from the individual buildings. The intent is to return them to a treatment more appropriate to the historic character of the individual building and downtown. For each of the 17 buildings studied, the façade work is written up in detail in the appendix attached to the master plan report. It is anticipated that the property owners may not wish to do all of the work itemized on the facade write ups, but may participate in a portion of the work, in which case the average of \$28,163 per facade may be reduced.



20 East Fifth Street

Bus Terminal Building

Big Stone Gap, Virginia

Owner: Vicky Wampler, 276.393.6526

PROPOSED WORK:

- | | |
|--|--------------------|
| 1. <u>Fix existing exterior clock:</u> | |
| a. Clock repair allowance | \$2,500.00 |
| 2. <u>Paint exterior of building:</u> | |
| a. (2) coats masonry paint
6800x \$2.10 psf | \$14,280.00 |
| 3. <u>Construct new canopy to match original:</u> | |
| a. 3' deep x 14' long | \$3,500.00 |
| 4. <u>Install projecting sign to match original:</u> | |
| a. 4' wide x 8' high with neon lighting | \$10,000.00 |
| 5. <u>Install new railing at side:</u> | |
| a. (6) 6' long section x 3' high x \$350.00 | <u>\$2,100.00</u> |
| | Total |
| | \$32,380.00 |



311 East Wood Avenue

Minor Building

Big Stone Gap, Virginia

Owners: Debbie Cornett
Michael Ball, 276.523.1541

PROPOSED WORK:

1. Refurbish existing wood double-hung Monumental windows:
 - a. (29) windows on left side
 - b. (11) windows on second floor front façade
 - c. (16) windows on right side
 - d. (15) windows on rear

71 windows x \$1,500 each \$106,500.00

2. Repair, prepare, and paint cornice:

Approximately 325 lineal feet x \$20 plf \$6,500.00

3. <u>Repair hidden gutter:</u> Approximately 325 lf x 10.50 plf		\$3,425.00
4. <u>Repair, prepare, and paint dormers:</u> a. 4 small dormers b. 2 large dormers		
4 small dormers @ \$1,500 ea =	\$6,000.00	
2 large dormers @ \$2,250 ea =	<u>\$4,500.00</u>	
	\$10,500.00	\$10,500.00
5. <u>Limited brick pointing;</u> \$2,500.00 allowance		\$2,500.00
6. <u>Clean, scrape, prepare, and paint masonry walls, four sides:</u> Approximately 7000 sf x \$3.00 psf		\$21,000.00
7. <u>Remove (3) wall mounted signs and bracket abv main entry:</u>		\$500.00
8. <u>Install (2) window signs:</u>		\$1,500.00
9. <u>Install painted wood signboard:</u> a. 30" x 16' long x \$150 plf =	\$2,400.00	
b. (3) gooseneck lamps @ \$400 ea =	<u>\$1,200.00</u>	
	\$3,600.00	\$3,600.00
10. <u>Reconstruct original main entry:</u> \$15,000.00 allowance		<u>\$15,000.00</u>
	Total	\$171,025.00



504 Shawnee Avenue, East

Lonesome Pine Motor Company Building

Big Stone Gap, Virginia

Owner: William Glenn Lane, 276.523.5800 (office)
276.523.5817 (home)

PROPOSED WORK:

1. Install new aluminum-frame storefront systems:

- a. (4) 8' x 10' units on front facade
- b. (5) 8' x 10' units on side facade

(9) storefront units x \$2,400 each \$21,600.00

2. Install new upper windows

- a. (8) 3656 units on front facade
- b. (8) 3656 units on side facade

(16) windows x \$750 ea \$12,000.00

3. Install new awnings

- a. (8) 3' x 3' x 8' long units on first floor
- b. (8) 3' x 3' x 8' long units on the second floor

(16) awnings x \$1,500 ea \$24,000.00

4. Install 3' high x 16' long painted signboard with (3) gooseneck lamps on front facade

3' x 16' Signboard	\$2,400.00	
(3) gooseneck lamps x \$400 ea =	<u>\$1,200.00</u>	
	\$3,600.00	<u>\$3,600.00</u>
	Total	\$61,200.00



Carousel Room Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Install stucco veneer to current storefront:</u>			
a.	New substrate and stucco to stepped parapet		
b.	Frame out pilasters to left/right of storefront		
c.	Install stucco veneer		
	600 sf x 10.00 psf = \$6,000.00		\$6,000.00
2. <u>Install new 8' high x 24' long storefront:</u>			
a.	Remove existing storefront construction, this area.		
b.	Frame in for (3) 5' long x 8' high storefront w/ aprons		
c.	Frame in for new entry door		
d.	Trim assembly with wood and paint.		\$21,500.00
3. <u>Install new awning above storefront:</u>			
a.	Install new 3' x 3' x 24' long awning		\$3,600.00
4. <u>Install painted wood signboard:</u>			
a.	30" x 16' long x \$150 plf =	\$2,400.00	
b.	(3) gooseneck lamps @ \$400 ea =	<u>\$1,200.00</u>	
		\$3,600.00	<u>\$3,600.00</u>
		Total	\$34,700.00



Cathy + Company Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Install new awning above storefront:</u>		
a. Remove existing metal awning	\$500.00	
b. Install new 3' x 3' x 16' long awning	<u>\$2,400.00</u>	
	\$2,900.00	\$2,900.00
2. <u>Replace broken storefront panel:</u>		
a. 6' wide x 6' high \$1,200.00		\$1,200.00
3. <u>Remove projecting sign:</u>		\$750.00
4. <u>Install _____ painted wood signboard:</u>		
a. 30" x 16' long x \$150 plf	\$2,400.00	
b. (3) gooseneck lamps @ \$400 ea	<u>\$1,200.00</u>	
	\$3,600.00	<u>\$3,600.00</u>
	Total	\$8,450.00



Powell River Pottery Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Add 16" x 24' frieze trim to parapet:</u>	\$1,500.00
2. <u>Install (4) 3' x 3' awnings above upper windows:</u>	\$1,800.00
3. <u>Remove existing metal awning:</u>	\$500.00
4. <u>Install new 3' x 24' long awning:</u>	<u>\$3,600.00</u>
Total	\$7,400.00



D + J Thrift Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Construct new storefront:</u>		
a. Remove existing storefront:	\$3,000.00	
b. New 14' l x 8' h storefront:	<u>\$12,500.00</u>	
	\$15,500.00	\$15,500.00
2. <u>Install new 4' high x 14' new awning:</u>		\$2,500.00
3. <u>Install new 3'h x 12' signboard:</u>		\$1,800.00
4. <u>Install (3) gooseneck lamps:</u>		\$1,200.00
5. <u>Construct new 18" x 16' cornice and paint:</u>		<u>\$1,800.00</u>
	Total	\$22,800.00



Shear Obsession Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Construct new storefront:</u>		
a. Remove existing storefront:	\$3,000.00	
b. New 14' l x 8' h storefront:	<u>\$12,500.00</u>	
	\$15,500.00	\$15,500.00
2. <u>Install new awning:</u>		
a. Remove existing frame awning:	\$1,500.00	
b. 3' high x 14' awning:	<u>\$2,100.00</u>	
	\$3,700.00	\$3,700.00
3. <u>Install new 3'h x 12' signboard:</u>		\$1,800.00
4. <u>Install (3) gooseneck lamps:</u>		\$1,200.00
5. <u>Construct new 18" x 16' cornice and paint:</u>		\$1,800.00
6. <u>Paint existing siding:</u>		<u>\$2,800.00</u>
	Total	\$26,800.00



Corner Building – 5th and Wood

Big Stone Gap, Virginia

PROPOSED WORK:

- | | | |
|--|------------------------------------|---------------------------|
| 1. <u>Construct (5) new storefronts:</u> | | |
| a. Remove existing windows and blocking: | | \$6,000.00 |
| b. Install aluminum storefronts: | | |
| (2) 12' x 8' | \$13,500.00 | |
| (1) 8' x 8' | \$4,500.00 | |
| (1) 4' x 8' | \$2,250.00 | |
| (1) Storefront door | <u>\$2,500.00</u> | |
| | \$22,750.00 | \$22,750.00 |
| 2. <u>Install new canopy:</u> | | |
| a. Remove existing frame awning: | \$6,500.00 | |
| b. 3' deep x 40' long: | <u>\$10,000.00</u> | |
| | \$16,500.00 | \$16,500.00 |
| 3. <u>Install (19) 3' x 3' awnings at upper windows:</u> | | |
| | 19 x \$450.00 = \$8,550.00 | \$8,550.00 |
| 4. <u>Paint CMU/stone veneer:</u> | | |
| | 2300 sf x \$5.00 psf = \$11,500.00 | <u>\$11,500.00</u> |
| | Total | <u>\$59,300.00</u> |



Tri-State Rug Building

Big Stone Gap, Virginia

PROPOSED WORK:

- | | |
|---|--------------------|
| 1. <u>Install (23) new upper windows in existing openings:</u> | |
| a. Remove CMU blocking and (14) current windows | |
| b. Prepare openings for (3) new windows | |
| c. Install (23) 3080 double hung windows/ fixed window
combo's per opening | |
| (23) windows at \$950.00 ea = \$21,850.00 | \$33,500.00 |
| 2. <u>Install new spandrel glass in (7) existing transom openings:</u> | |
| a. Remove existing glazing panels | |
| b. (7) 4' long x 3' high panels | \$5,250.00 |
| 3. <u>Move (2) condensing units on side façade to roof area:</u> | \$1,500.00 |
| a. Remove support brackets | |
| Total | \$40,250.00 |



Powell Valley Builders Building

Big Stone Gap, Virginia

PROPOSED WORK:

- | | |
|---|--------------------|
| 1. <u>Install (5) new upper windows:</u> | |
| a. Remove current replacement windows and masonry blocking | |
| b. Prepare (5) openings for new windows | |
| c. Install (5) 3060 double hung windows | \$6,875.00 |
| 2. <u>Install new 16' high x 20' long storefront on left to match right storefront:</u> | |
| a. Remove existing construction, this area. | |
| b. Frame in for (2) 5' long x 12' high storefront w/ aprons | |
| c. Re-use existing double entry doors and transom | |
| d. Trim assembly with wood and paint. | \$22,500.00 |
| 3. Install (2) 20' metal coping at parapet: | \$750.00 |
| 4. <u>Install center entry door:</u> | |
| a. Remove existing door and framing and prepare opening | |
| b. Install 3080 wood ¾ glass door and hardware | |
| c. Paint new assembly | \$1,750.00 |
| 5. <u>Remove vegetation from right side of building:</u> | \$750.00 |
| 6. <u>Paint right side of building:</u> | |
| a. (2) coats masonry paint; 2,100 sf x \$2.10 psf | \$4,410.00 |
| Total | \$37,035.00 |



Charles Bledsoe Building

Big Stone Gap, Virginia

PROPOSED WORK:

- 1. Install (4) new upper windows:
 - a. Remove (4) current replacement windows and blocking
 - b. Prepare (4) openings for new windows
 - c. Install (4) 3060 double hung windows \$5,500.00

- 2. Install (4) new awnings above upper windows:
 - a. (4) 3' x 3' awnings: 4 x \$450=\$1,800.00 \$1,800.00

- 3. Install new awning:
 - a. Remove existing framed canopy. \$750.00
 - b. Install new 3' x 3' x 20' long awning \$4,750.00
 - \$5,500.00 \$5,500.00

- 4. Install new center entry door with transom:
 - a. Remove existing door and panel above
 - b. Prepare opening for new door and transom
 - c. Install new 3070 full glass wood door and hardware
 - d. Install new transom glass above \$2,750.00

Total \$15,550.00



Warren Supply

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Remove existing projecting sign and signboard above storefront:</u>		\$500.00
2. <u>Construct new entries to left and right of center storefront:</u>		\$6,250.00
a. Remove (2) existing doors and related construction		
b. Frame in for (2) new 3070 doors with transoms above		
c. Install (2) new 3070 half glass wood doors with hardware		
d. Install (2) new glass transoms above doors		
3. <u>Install new 3' x 3' x 24' long awning above storefront:</u>		\$2,500.00
4. <u>Install signboard above new awning:</u>		
a. 30" high x 16' long painted wood signboard	\$1,600.00	
b. (3) gooseneck lights x \$400 ea =	<u>\$1,200.00</u>	
	\$2,800.00	\$2,800.00
5. Paint existing painted brick:		
a. (2) coats masonry paint; 500sf x \$2.10 = \$1,050.00		\$1,050.00
6. Repair, prepare, and paint four upper windows		
a. 4 x 750.00 = \$3,000.00		\$3,000.00
7. Repair, prepare, and paint cornice:		
a. 32 lf x \$20 plf = \$640.00		<u>\$640.00</u>
	Total	\$16,740.00



Western Auto Building

Big Stone Gap, Virginia

PROPOSED WORK:

- | | |
|---|--------------------|
| 1. <u>Install new upper windows in (4) existing openings:</u> | |
| a. Remove current replacement windows and blocking | |
| b. Prepare (4) openings for (3) new windows/opng | |
| c. Install (3) 3080 double hung windows per opening | |
| (12) windows at \$950.00 ea = \$11,400.00 | \$17,500.00 |
| 2. <u>Install new transom glazing above existing canopy:</u> | |
| a. (7) 3' long x 2' high panels x \$750 ea = | \$5,250.00 |
| 3. <u>Repair and repaint front entry door:</u> | \$1,500.00 |
| Total | \$24,250.00 |



Karate Building

Big Stone Gap, Virginia

PROPOSED WORK:

- 1. Install (2) new upper windows:
 - a. Remove current replacement windows and masonry blocking
 - b. Prepare (2) openings for new windows
 - c. Install (2) 3060 double hung windows \$2,750.00

- 2. Install (2) 3' x 3' awnings above (2) upper windows: \$900.00

- 3. Install 3' x 16' long awning above existing storefront: \$2,400.00

- 4. Prepare and paint existing brick:
 - a. 360 sf x \$2.10 = \$756.00 \$756.00

- Total** **\$6,806.00**



Stone Storefront Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Repair(4) new upper windows:</u>		
a. Remove current storm windows	\$400.00	
b. Repair (4) original windows and paint	<u>\$2,600.00</u>	
	\$3,000.00	\$3,000.00
2. <u>Install new 10' high x 20' long storefront:</u>		
a. Remove existing storefront construction, this area.		
b. Frame in for (2) 6' long x 10' high storefront w/ aprons		
c. Frame in for new recessed entry		
d. Trim assembly with wood and paint.		\$21,500.00
3. <u>Install new awning above storefront:</u>		
a. Remove existing framed canopy	\$750.00	
b. Install new 3' x 3' x 20' long awning	<u>\$4,000.00</u>	
	\$4,750.00	\$4,750.00
4. <u>Install side entry door:</u>		
a. Remove existing door and framing and prepare opening		
b. Install 3080 wood 3/4 glass door and hardware		
c. Paint new assembly		<u>\$1,750.00</u>
	Total	\$31,000.00



Building to Right of Warren Supply

Big Stone Gap, Virginia

PROPOSED WORK:

1. <u>Refurbish, reglaze, and paint (2) existing windows:</u>		\$1,750.00
2. <u>Install (2) 3' x 3' awnings above (2) upper windows:</u>		\$900.00
3. <u>Install new 12' high x 20' long storefront:</u>		\$17,500.00
a. Remove existing construction, this area.		
b. Frame in for (2) 8' long x 6' high storefront w/ 3' high aprons		
c. Frame in for 3070 entry door with transom		
d. Trim assembly with wood and paint.		
4. <u>Install 3' x 20' long awning above new storefront:</u>		\$3,000.00
5. <u>Install signboard above new awning:</u>		
a. 30" high x 16' long painted wood signboard	\$1,600.00	
b. (3) gooseneck x \$400 ea	<u>\$1,200.00</u>	
	\$2,800.00	<u>\$2,800.00</u>
	Total	\$25,950.00

Note: This building has suffered from a fire and is missing most of its roof and roof structure. The remaining interior surfaces, second floor/structure, and first floor/structure have most likely suffered from continued exposure to weather and rain through the damaged/deteriorated roof. Much work will be needed before an investment in the façade as described above is realistic.